

May 21, 2020

ORDINARY MONTHLY MEETING

TO BE HELD

WEDNESDAY, MAY 27, 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 City of Broken Hill to be held **via Videoconference on Wednesday, May 27, 2020** commencing at 6:30p.m. to consider the following business:

ABN 84 873 116 132

- 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

**RECORDING OF COUNCIL MEETINGS**

***PLEASE NOTE:** This Council meeting is being recorded and published online via Facebook. To those present in the meeting today, by 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 the recording if comments or debate are considered defamatory or otherwise inappropriate for publishing. Participants 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, April 29, 2020.

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD  
APRIL 29, 2020

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Meeting commenced at 6:30pm

**PRESENT:**

Councillor D. Turley (Mayor) Councillor C. Adams (Deputy Mayor)  
Councillors B. Algate, 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 - nil, Members of the Public - nil.

**APOLOGIES:**

Councillor D. Gallagher

**RESOLUTION**

Minute No. 46231

Councillor C. Adams moved  
Councillor M. Clark seconded

)

)

That the apology submitted by Councillor  
Gallagher be accepted and leave of absence  
granted.

CARRIED UNANIMOUSLY

*Due to the COVID-19 pandemic and the government's protocol for social distancing and indoor gatherings, the meeting was closed to the public and media. The meeting was held via videoconference.*

**PRAYER**

Councillor Adams delivered the prayer.

**ACKNOWLEDGEMENT OF COUNTRY**

Councillor Adams delivered the Acknowledgment of Country.

**MINUTES FOR CONFIRMATION**

**RESOLUTION**

Minute No. 46232

Councillor C. Adams moved  
Councillor M. Browne seconded

)

)

**Resolved**

That the Minutes of the Ordinary Meeting of the  
Council of the City of Broken Hill held March 25,  
2020 be confirmed with an amendment to the  
voting of resolution 46219 to show voting for:  
Councillors Adams, Browne, Clark, Licul, Nolan  
and Turley and voting against: Councillors  
Kennedy and Page.

That the Minutes of the Extraordinary Meeting of  
the Council of the City of Broken Hill held April  
08, 2020 be confirmed.

CARRIED

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FOR: Councillors Adams, Algate, Browne, Clark, Kennedy, Licul, Nolan, Page, Turley  
AGAINST: Councillor Kennedy

**RESOLUTION**

Minute No. 46233

Councillor C. Adams moved )

Councillor M. Browne seconded )

That standing orders be suspended in order for the meeting to be adjourned while technical issues with the videoconferencing are being addressed.

CARRIED UNANIMOUSLY

*The meeting adjourned at 6:43pm*

**RESOLUTION**

Minute No. 46234

Councillor C. Adams moved )

Councillor M. Browne seconded )

That standing orders be resumed and the meeting recommence in open session.

CARRIED UNANIMOUSLY

*The meeting resumed at 6:52pm*

**DISCLOSURE OF INTEREST**

Councillor Adams declared:

- a non-pecuniary conflict of interest in Notice of Motion No. 7/20 as she is a close relative to management of the Waste Management Facility and advised that she will leave the meeting whilst the item is considered.
- A pecuniary interest in Report No. 49/20 as the applicant is a general sponsor of an organisation of which Councillor Adams is the Secretary, and advised that she will leave the meeting whilst the item is considered.

Councillor Licul declared:

- a non-pecuniary conflict of interest in Report No. 51/20 as he is a relative of someone named in the report and advised that he will leave the meeting whilst the item is considered.

Councillor Kennedy declared:

- a non-pecuniary conflict of interest in Confidential Report No. 56/20 as he is a Committee Member of the Broken Hill Soccer Association and advised that he will leave the meeting whilst the item is considered.

**MAYORAL MINUTES**

ITEM 1 - MAYORAL MINUTE NO. 6/20 - DATED APRIL 23, 2020 - COVID-19 - LOCAL GOVERNMENT NSW CAMPAIGN FOR FINANCIAL SUPPORT TO COUNCILS

11/175

Motion

Councillor D. Turley moved )

Councillor C. Adams seconded )

1. That Mayoral Minute No. 6/20 dated April 23, 2020, be received.



2. That Council calls on the Federal Government and NSW Government to urgently deliver comprehensive and multifaceted financial support and stimulus packages to local government to enable them to continue to operate effectively and provide essential services during the COVID-19 pandemic.
3. That Council calls for the packages to include the following measures:
  - Increasing Financial Assistance Grants payments to 1% of GDP to help councils maintain essential functions and services, acknowledging the increased costs and mounting revenue losses arising from COVID-19 (and drought and bushfire where affected) as well as giving councils capacity to provide hardship assistance to businesses and residents.
  - Immediate financial assistance to support council employees.
  - Providing stimulus funding to councils for projects that will help sustain council operations and boost local economies. This could be achieved through increasing or bringing forward funding under existing funding programs or introducing new programs.
  - Increased access to TAFE, VET and other apprenticeship opportunities that council staff can undertake to address skill shortages, especially for staff in non-essential services who are unable to be redeployed.
4. That Council commends the NSW and Federal Governments on their stewardship during this crisis and commits to working in partnership to protect community health and sustain local economies through this crisis.
5. That Council write to the local Federal Member, the Hon Mark Coulton and State Member Mr Roy Butler, the Prime Minister the Hon Scott Morrison MP, NSW Premier the Hon Gladys Berejiklian MP, Federal Treasurer the Hon Josh Frydenburg MP, NSW Treasurer the Hon Dominic Perrottet MP, NSW Local Government Minister the Hon Shelley Hancock MP, Federal Minister for Local Government the Hon Mark Coultan, Federal Opposition Leader the Hon Anthony Albanese, NSW Opposition Leader Jodi McKay MP, Federal Shadow Minister for Local Government Jason Clare MP and NSW Shadow Minister for Local Government Greg

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Warren MP to confirm their support for increased financial assistance and stimulus funding for local government to help councils maintain essential services and employment during the COVID-19 pandemic.

6. That Council endorses Local Government NSW's sector-wide campaign to obtain financial assistance, employment support and stimulus funding for the local government sector.
7. That Council advise LGNSW President Linda Scott of the passage of this Mayoral Minute.

Amendment

Councillor T. Kennedy moved )  
Councillor B. Algate seconded )

1. That Mayoral Minute No. 6/20 dated April 23, 2020, be received.
2. That Council calls on the Federal Government and NSW Government to urgently deliver comprehensive and multifaceted financial support and stimulus packages to local government to enable them to continue to operate effectively and provide essential services during the COVID-19 pandemic.
3. That Council calls for the packages to include the following measures:
  - Increasing Financial Assistance Grants payments to 1% of GDP to help councils maintain essential functions and services, acknowledging the increased costs and mounting revenue losses arising from COVID-19 (and drought and bushfire where affected) as well as giving councils capacity to provide hardship assistance to businesses and residents.
  - Immediate financial assistance to support council employees.
  - Providing stimulus funding to councils for projects that will help sustain council operations and boost local economies. This could be achieved through increasing or bringing forward funding under existing funding programs or introducing new programs.
  - Increased access to TAFE, VET and other apprenticeship opportunities that council staff can undertake to address skill shortages, especially for staff in non-essential services who are unable to be redeployed.

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4. That Council write to the local Federal Member, the Hon Mark Coultan and State Member Mr Roy Butler, the Prime Minister the Hon Scott Morrison MP, NSW Premier the Hon Gladys Berejiklian MP, Federal Treasurer the Hon Josh Frydenburg MP, NSW Treasurer the Hon Dominic Perrottet MP, NSW Local Government Minister the Hon Shelley Hancock MP, Federal Minister for Local Government the Hon Mark Coultan, Federal Opposition Leader the Hon Anthony Albanese, NSW Opposition Leader Jodi McKay MP, Federal Shadow Minister for Local Government Jason Clare MP and NSW Shadow Minister for Local Government Greg Warren MP to confirm their support for increased financial assistance and stimulus funding for local government to help councils maintain essential services and employment during the COVID-19 pandemic.
5. That Council endorses Local Government NSW's sector-wide campaign to obtain financial assistance, employment support and stimulus funding for the local government sector.
6. That Council advise LGNSW President Linda Scott of the passage of this Mayoral Minute.

LOST

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

The original motion was put.

**RESOLUTION**

Minute No. 46235

Councillor D. Turley moved )  
Councillor C. Adams seconded )

**Resolved**

1. That Mayoral Minute No. 6/20 dated April 23, 2020, be received.
2. That Council calls on the Federal Government and NSW Government to urgently deliver comprehensive and multifaceted financial support and stimulus packages to local government to enable them to continue to operate effectively and provide essential services during the COVID-19 pandemic.
3. That Council calls for the packages to include the following measures:
  - Increasing Financial Assistance Grants payments to 1% of GDP to help councils maintain essential functions and services, acknowledging the increased costs and mounting revenue losses arising

- from COVID-19 (and drought and bushfire where affected) as well as giving councils capacity to provide hardship assistance to businesses and residents.
- Immediate financial assistance to support council employees.
  - Providing stimulus funding to councils for projects that will help sustain council operations and boost local economies. This could be achieved through increasing or bringing forward funding under existing funding programs or introducing new programs.
  - Increased access to TAFE, VET and other apprenticeship opportunities that council staff can undertake to address skill shortages, especially for staff in non-essential services who are unable to be redeployed.
4. That Council commends the NSW and Federal Governments on their stewardship during this crisis and commits to working in partnership to protect community health and sustain local economies through this crisis.
5. That Council write to the local Federal Member, the Hon Mark Coulton and State Member Mr Roy Butler, the Prime Minister the Hon Scott Morrison MP, NSW Premier the Hon Gladys Berejiklian MP, Federal Treasurer the Hon Josh Frydenburg MP, NSW Treasurer the Hon Dominic Perrottet MP, NSW Local Government Minister the Hon Shelley Hancock MP, Federal Minister for Local Government the Hon Mark Coultan, Federal Opposition Leader the Hon Anthony Albanese, NSW Opposition Leader Jodi McKay MP, Federal Shadow Minister for Local Government Jason Clare MP and NSW Shadow Minister for Local Government Greg Warren MP to confirm their support for increased financial assistance and stimulus funding for local government to help councils maintain essential services and employment during the COVID-19 pandemic.
6. That Council endorses Local Government NSW's sector-wide campaign to obtain financial assistance, employment support and stimulus funding for the local government sector.
7. That Council advise LGNSW President Linda Scott of the passage of this Mayoral Minute.

CARRIED

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

**NOTICES OF MOTION**

**ITEM 2 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 5/20 - DATED APRIL 17, 2020 -  
HOLDING ORDINARY MONTHLY COUNCIL MEETINGS IN THE COUNCIL CHAMBERS** 20/81

Motion

Councillor T. Kennedy moved )  
Councillor B. Algate seconded )

1. That Motions of Which Notice has been Given No. 5/20 dated April 17, 2020, be received.
2. That Broken Hill City Council writes to the Local Member and the NSW Minister for Health explaining the importance of holding the Ordinary Monthly Council Meetings in the Council Chambers and that those Councillors who do not want to attend in person be able to video link into the meeting.
3. That Council acknowledges the importance of in person Council Meetings and also acknowledges the many people in Broken Hill that continue to work and provide in person services in this time of COVID-19 crisis.

LOST

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

**ITEM 3 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 6/20 - DATED APRIL 17, 2020 -  
DEFER EXPENDITURE AND WORKS ON THE NEW LIBRARY HUB** 16/89

Motion

Councillor T. Kennedy moved )  
Councillor B. Algate seconded )

1. That Motions of Which Notice has been Given No. 6/20 dated April 17, 2020, be received.
2. That Broken Hill City Council defer all expenditure and work on the new Library Hub until after the COVID-19 crisis has passed and all social distancing restrictions are lifted.
3. That BHCC note the advice from council management that the COVID-19 crisis has caused stress to council's financial position and the deferment of the new library hub continue until council's financial position recovers.

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LOST

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

**ITEM 4 – MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 7/20 – DATED APRIL 17, 2020 –  
REOPENING OF COUNCIL'S WASTE FACILITY** 20/8

*Councillor Adams declared an interest in Item 4 and left the meeting at 7:40p.m.*

Motion

- Councillor T. Kennedy moved )  
Councillor B. Algate seconded )
1. That Motions of Which Notice has been Given No. 7/20 dated April 17, 2020, be received.
  2. That Broken Hill City Council acknowledge information from the NSW Environment protection authority that NSW councils are to keep waste facilities open to provide household waste needs and that people are able to drive to the facility without risk of penalty.
  3. That Broken Hill City Council open the Broken Hill waste facility to the general public the morning following this council meeting.
  4. That Broken Hill City Council immediately open the waste facility to normal operating hours.
  5. That Broken Hill City Council prepares a report for the May meeting explaining why and on whose authority the waste facility was closed to the public
  6. That Broken Hill City Council to implement processes to help mitigate the potential for harm from the COVID-19 virus

LOST

FOR: Councillors Algate, Kennedy and Page  
AGAINST: Councillors Browne, Clark, Licul, Nolan and Turley

*Councillor Adams returned to the meeting at 8:03p.m. The Mayor advised Councillor Adams that the Notice of Motion was lost.*

*Councillor Adams foreshadowed an urgent motion following consideration of item 5.*

**ITEM 5 - MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 8/20 - DATED APRIL 17, 2020 -  
NSW LOCAL GOVERNMENT ELECTIONS** 15/23

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Motion

Councillor T. Kennedy moved )  
Councillor B. Algate seconded )

1. That Motions of Which Notice has been Given No. 8/20 dated April 17, 2020, be received.
2. That Broken Hill City Council sends correspondence to our local member Roy Butler and the minister for Local Government informing them that as council we believe that the NSW Local Government Elections should not be delayed until September 2021 and that the NSW local government elections should be held in September 2020 or as soon as social distancing restrictions are eased.
3. That BHCC supports democracy and the right of our community to choose who they want to lead the city coming out of the COVID-19 crisis and supports doing all we can as a council to ensure Local Government elections are held in September 2020 or as soon as possible after that date.

LOST

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

**MOTION OF URGENCY**

**ITEM 6 - MOTION OF URGENCY – COUNCILLOR SUPPORT DURING COVID-19 PANDEMIC**

16/158

Motion

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

1. That Councillors publicly acknowledge our complete support of the Mayor, General Manager, Senior Management team and workforce in meeting the challenges for our community and our way of life during this COVID-19 crisis.
2. Express our disappointment with some councillors unwillingness to work with Council.
3. Ask that all Councillors refrain from public comment including social media that undermines council's activities at this difficult time.
4. Ask that all councillors represent the community within the laws available to them and not promote unreasonable expectations within the community.

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Amendment

- Councillor T. Kennedy moved )  
Councillor B. Algate seconded )
1. That Councillors publicly acknowledge the support of the Mayor, General Manager, Senior Management team and workforce and other Councillors in meeting the challenges for our community and our way of life during this COVID-19 crisis.

LOST

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

The original motion was put.

**RESOLUTION**

Minute No. 46236

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

Resolved

1. That Councillors publicly acknowledge our complete support of the Mayor, General Manager, Senior Management team and workforce in meeting the challenges for our community and our way of life during this COVID-19 crisis.
2. Express our disappointment with some councillors unwillingness to work with Council.
3. Ask that all Councillors refrain from public comment including social media that undermines council's activities at this difficult time.
4. Ask that all councillors represent the community within the laws available to them and not promote unreasonable expectations within the community.

CARRIED

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

**RESCISSION MOTIONS**

Nil.

**REPORTS FROM DELEGATES**

Nil.



## REPORTS

**ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 46/20 - DATED APRIL 03, 2020 -  
CORRESPONDENCE REPORT - MENINDEE LAKES SYSTEM**

11/426

**RESOLUTION**

Minute No. 46237

Councillor T. Kennedy moved )  
Councillor M. Browne seconded )

**Resolved**

1. That Broken Hill City Council Report No. 46/20 dated April 3, 2020, be received.
2. That correspondence dated 2 April 2020 from the Minister for Water, Property and Housing the Hon Melinda Pavey MP regarding evaporation and/or transmission losses being recognised as a contribution towards the environmental target of water being returned to the environment under the Murray Darling Basin Plan, be received and noted.

CARRIED UNANIMOUSLY

**ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 47/20 - DATED APRIL 03, 2020 -  
AMENDMENT TO COUNCIL'S CODE OF MEETING PRACTICE POLICY**

12/14

**RESOLUTION**

Minute No. 46238

Councillor J. Nolan moved )  
Councillor M. Clark seconded )

**Resolved**

1. That Broken Hill City Council Report No. 47/20 dated April 3, 2020, be received.
2. That Council notes that the amendments outlined in the report are consistent with the *COVID-19 Legislation Amendment (Emergency Measures) Bill 2020* which amends a number of Acts in response to the COVID-19 pandemic, one of which is the *Local Government Act 1993* to allow for Council Meetings to be held via videoconference. They are also consistent with government protocols around social distancing, gatherings and non-essential travel which have been implemented under the *Biosecurity Act 2015*.
3. That the above temporary amendments to Council's Code of Meeting Practice will remain until the NSW Government lifts the social distancing, gatherings and non-essential travel requirements under the *Biosecurity Act 2015* in response to the Coronavirus (COVID-19) pandemic.
4. That Council's Code of Meeting Practice Policy be amended at clause 3.2 to clarify that a request for an Extraordinary Meeting must be accompanied by the item/s of business to be included in the Agenda for the

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Extraordinary Meeting, which will include the motion to be debated and the argument in support of the motion. This would apply for example, to a Mayoral Minute; a Notice of Motion; a Rescission Motion; a Delegate's Report or an item of correspondence.

CARRIED

FOR: Councillors Adams, Browne, Clark, Licul, Nolan and Turley  
AGAINST: Councillors Algate and Kennedy  
ABSENT: Councillor Page

*Councillor Page temporarily lost videoconference connection to the meeting at 8:42pm.*

**ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 48/20 - DATED APRIL 20, 2020 - COVID-19 IMPACTS - BUSINESS AND BUDGETARY** 16/165

*Councillor Licul gave an apology at 8:43pm to leave the meeting to resolve technical issues with videoconference connection to the meeting.*

*Councillor Page returned to the meeting at 8:45pm.*

**RESOLUTION**

Minute No. 46239

Councillor T. Kennedy moved )  
Councillor C. Adams seconded )

**Resolved**

1. That Broken Hill City Council Report No. 48/20 dated April 20, 2020, be received.
2. That Council note the business disruption created by COVID-19 and the requirement to review, change and improve business practices to ensure long-term sustainability.
3. That Council note the current 19/20 budget implications and review process put in place due to COVID-19.
4. That Council note the updated timeline for the 20/21 budget & Operational Plan due to COVID-19 impacts.

CARRIED UNANIMOUSLY

*Councillor Licul was absent for the voting of Item 9.*

**ITEM 10 – BROKEN HILL CITY COUNCIL REPORT NO. 49/20 – DATED APRIL 14, 2020 – MODIFICATION TO DEVELOPMENT APPLICATION 34/2012 – ALTERATION TO BUSINESS HOURS – 407 CRYSTAL STREET, BROKEN HILL** 11/467

*Councillor Adams declared an interest in Item 10 and left the meeting at 8:50pm.*

*Councillor Licul returned to the meeting at 8:53pm.*

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**RESOLUTION**

Minute No. 46240 -

Councillor M. Browne moved )  
Councillor M. Clark seconded )

**Resolved**

1. That Broken Hill City Council Report No. 49/20 dated April 14, 2020, be received.
2. That modified Development Application 34/2012 be approved, by modifying Condition number 8 (operation hours) and replacing condition number 10 (noise). Therefore, modified Development application 34/2012, shall be approved subject to the following conditions:

- (1) Compliance with Building Code of Australia

That all building work must be out in accordance with the provisions of the Building Code of Australia.

*Reason for Imposition of Condition: Statutory condition being clause 98(1)a & 145 of the Environmental Planning and Assessment Regulation 2000.*

- (2) Extensions/Alterations

That all necessary alterations and or extensions to services shall be out in accordance with the requirements of the appropriate Supply Authorities.

*Reason for imposition of condition: The need to ensure that supply services are provided in accordance with the Authorities requirements.*

- (3) Injury to Amenity

That immediate remedial measures shall be taken if in the opinion of Council, injury is being caused to the amenity of the neighbourhood due to any nuisance, traffic hazard or otherwise and that the use shall cease if it is considered that the use can no longer be tolerated.

*Reason for imposition of condition: The need to provide Council with the ability to mitigate injurious activities on the neighbourhood.*

- (4) Wastes

That the site shall be maintained in a clean and tidy state at all times and all waste shall be stored in an approved waste storage area screened from view.

*Reasons for imposition of condition: The need to ensure that the site is clean and tidy and that wastes are properly stored.*

(5) Signs

That separate application shall be made at the appropriate time for the erection of any advertising signs, including details of colour, size, height and method of illumination.

*Reason for imposition of condition: The need to provide acceptable signage.*

(6) Loading/Unloading

That all loading and unloading of goods shall be out wholly upon the site.

*Reason for imposition of condition: The need to ensure that any loading and unloading, associated with the business does not cause any nuisance to surrounding properties.*

(7) Internal Access Driveways

That the internal access driveways, parking, loading and unloading areas shall be all weather surfaces constructed of bitumen sealed pavement or equivalent to ensure that stormwater drains off the surface without interference to adjoining or neighbouring properties.

*Reason for imposition of condition: The need to ensure that access is available at all times, that dust generation is reduced.*

(8) Operation Hours

That the hours of operation shall be restricted to 7am to 7pm Monday to Sunday. Public opening hours shall be restricted to within the hours of 7am to 5:30pm Monday to Friday.

*Reason for imposition of condition: The need to limit the hours of operation of a business so that its effect on the surrounding properties is minimised.*

(9) Carparking

That carparking facilities clearly signposted shall be provided onsite. The number of spaces to be provided shall be a minimum of 20, each being a minimum of 2.5 x 5.4 metres.

Carparking design shall comply with AS 2890.

*Reason for imposition of condition: The need to ensure that adequate carparking facilities are provided on site.*

(10) Noise

The applicant shall ensure that all ongoing activities comply with the requirements of the Environmental Protection Authority's Noise Policy for Industry (2017) and shall not give rise to the transmission of intrusive noise as defined in the Protection of the Environment Operation Act 1997 (NSW).

*Reason for imposition of condition: The need to ensure that activities comply with relevant legislative requirements.*

(11) Stormwater

Post development stormwater runoff levels are not to exceed pre-development levels. Stormwater calculations will be necessary to prove post stormwater levels.

*Reason for imposition of condition: To prevent stormwater nuisance to surrounding buildings.*

(12) Roadworks

That all existing unused dishcrossings along the Crystal Street frontage shall be removed and matching kerbing be replaced to the design and requirements of Council's Infrastructure Department. All costs associated with these works shall be borne by the developer.

*Reason for imposition of condition: The need to provide acceptable street frontages.*

(13) Landscaping

That appropriate landscaping shall be provided as shown in plan 012015 (HPO) and Drawing no. 012015.

*Reason for imposition of condition: The need to maintain visual street appeal.*

(14) Excavations and backfilling

That all excavations and backfilling associated with the erection or demolition of a building must be executed safely and in accordance with appropriate professional standards.

That all excavations associated with the erection or demolition of a building must be properly guarded and protected to prevent them from being dangerous to life or property.

*Reason for the imposition of condition:  
Statutory condition being clause 161 of  
the Environmental Planning and  
Assessment Regulation 2000*

- (15) Signs to be erected on building and demolition sites
- a) That a sign must be erected in a prominent position on any work site on which work involved in the erection or demolition of a building is being out:
    - i Stating that unauthorised entry to the work site is prohibited, and
    - ii Showing the name of the person in charge of the work site and a telephone number at which that person may be contacted outside working hours.
  - b) That any such sign is to be removed when the work has been completed.

*Reason for imposition of condition:  
Statutory condition being Clause 161 of  
the Environmental Planning and  
Assessment Regulation 2000*

- (16) Method of Demolition
- That the demolition of the building strictly comply with the requirements of AS 2601 and any requirements of the Work Cover Authority of NSW.

*Reason for imposition of condition:  
Statutory requirement of the Work Health  
and Safety Act 2011*

- (17) Signs to be erected on building and demolition sites
- b) That a sign must be erected in a prominent position on any work site on which work involved in the erection or demolition of a building is being out:
    - iii Stating that unauthorised entry to the work site is prohibited, and
    - iv Showing the name of the person in charge of the work site and a telephone number at which that person may be contacted outside working hours.
  - c) That any such sign is to be removed when the work has

been completed.

*Reason for imposition of condition:  
Statutory condition being Clause 161 of  
the Environmental Planning and  
Assessment Regulation 2000*

(18) Driveways

That full concrete or equivalent commercial standard driveways be provided in the following locations:

- i. From the existing bitumen formation in Iodide Street to the boundary of the site and main delivery entrance:
- ii. From the existing remaining dishcrossing in Crystal Street to the boundary of the site.

*Reason for Imposition of Condition: The need to ensure that access is available at all times and that dust generation is reduced.*

(19) Fire Safety Certificate

That a FIRE SAFETY CERTIFICATE in relation to the following essential fire and other safety measures be presented to Council on the completion of the construction works, prior to the occupation of the building.

| MEASURE                        | STANDARD OF PERFORMANCE    |
|--------------------------------|----------------------------|
| a) Exit and Emergency Lighting | AS2293<br>AS2419<br>AS2441 |
| b) Fire Hydrant                | AS2444                     |
| c) Fire Hose Reel              | AS2444                     |
| d) Fire Extinguishers          |                            |

This certificate shall be completed in triplicate as follows:

THE ORIGINAL is to be returned to Council.

ONE COPY is to be sent to the Manager of Fire Safety, New South Wales Fire Brigades, Fire Safety Division.

A FURTHER COPY is to be prominently displayed in the building immediately adjacent to the main entrance doors to the building.

*Reason for imposition of condition: To ensure that the fire safety and other measures are designed and installed in*

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD  
APRIL 29, 2020

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*accordance with the required Australian Standard.*

- (20) Lead Safe Work Practices  
That all building/demolition works and waste removal procedures comply with standards in Council's Development Control Plan 2016. (DCP available for purchase from Council or download from Council's website [www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au) ).

*Reason for Imposition of Condition: The need to ensure that the impact of nuisance and lead containing dusts is minimised.*

CARRIED

FOR: Councillors Browne, Clark Licul, Nolan, Page and Turley  
AGAINST: Councillors Algate and Kennedy

*Councillor Adams returned to the meeting at 9:00pm. The Mayor advised Councillor Adams that Council had adopted the recommendation of Item 10.*

*The Mayor advised Councillors that due to the time being 9:00pm, and as per section 18 of Council's Code of Meeting Practice Policy, should Councillors wish that the meeting continue, then a resolution to that affect is required.*

**RESOLUTION**

Motion

Councillor J. Nolan moved ) That the meeting continue and concludes once all  
Councillor B. Licul seconded ) matters have been considered.

CARRIED

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

**ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 50/20 - DATED APRIL 07, 2020 -  
INVESTMENT REPORT FOR MARCH 2020**

17/82

**RESOLUTION**

Minute No. 46241

Councillor B. Licul moved )  
Councillor M. Clark seconded ) 1. That Broken Hill City Council Report No.  
50/20 dated April 7, 2020, be received.

CARRIED UNANIMOUSLY

**ITEM 12 – BROKEN HILL CITY COUNCIL REPORT NO. 51/20 – DATED APRIL 14, 2020 –  
MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 401 HELD TUESDAY, 7 APRIL  
2020**

11/397

*Councillor Licul declared an interest in Item 12 and left the meeting at 9:03pm.*



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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD  
APRIL 29, 2020

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**RESOLUTION**

Minute No. 46242

Councillor M. Browne moved )  
Councillor M. Clark seconded )

**Resolved**

1. That Broken Hill City Council Report No. 51/20 dated April 14, 2020, be received.
2. That the minutes for the Local Traffic Committee Meeting No.400 held Tuesday, 7 April 2020 be received.

CARRIED UNANIMOUSLY

*Councillor Licul returned to the meeting at 9:04pm. The Mayor advised Councillor Licul that Council had adopted the recommendation of Item 12.*

**ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 52/20 - DATED APRIL 20, 2020 - ACTION LIST REPORT** 11/21

**RESOLUTION**

Minute No. 46243

Councillor C. Adams moved )  
Councillor J. Nolan seconded )

**Resolved**

1. That Broken Hill City Council Report No. 52/20 dated April 20, 2020, be received.

CARRIED UNANIMOUSLY

**COMMITTEE REPORTS**

**ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 53/20 - DATED APRIL 20, 2020 - MINUTES OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETINGS HELD TUESDAY, 16 MARCH 2020** 12/51

**RESOLUTION**

Minute No. 46244

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

**Resolved**

1. That Broken Hill City Council Report No. 53/20 dated April 20, 2020, be received.
2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meeting held March, 16 2020 be received.

CARRIED UNANIMOUSLY

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

**ITEM 15 - QUESTIONS ON NOTICE NO. 6/20 - DATED APRIL 07, 2020 - COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE MARCH 2020 ORDINARY COUNCIL MEETING** 12/160, 11/141

**Motion**

Councillor T. Kennedy moved )  
Councillor M. Browne seconded )

1. That Questions On Notice No. 6/20 dated April 7, 2020, be received.
2. That access to the Council Chambers public toilets be available during week days and

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD  
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normal operating hours to enable patrons of Centrelink to utilise them.

*After the motion was seconded, the mover included an addendum to the motion. Councillor Browne withdrew her support for the motion as Secunder.*

*The Mayor called for a Secunder.*

**RESOLUTION**

Minute No. 46245

Councillor T. Kennedy moved )  
Councillor B. Algate seconded )

**Resolved**

1. That Questions On Notice No. 6/20 dated April 7, 2020, be received.
2. That access to the Council Chambers public toilets be available during week days and normal operating hours to enable patrons of Centrelink to utilise them.

CARRIED

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

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

*Councillor Kennedy advised that he will send an email to the General Manager regarding recent dog attacks.*

**RESOLUTION**

Minute No. 46246

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

That the meeting be closed to the public in accordance with Section 10(A)2 of the *Local Government Act 1993* whilst the confidential matters are considered.

CARRIED UNANIMOUSLY

*The meeting recording ceased at 9:15pm.*

**CONFIDENTIAL MATTERS**

**ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 54/20 - DATED MARCH 31, 2020 - CONFIDENTIAL MINUTES FOR CONFIRMATION - ORDINARY COUNCIL MEETING HELD 25 MARCH 2020 - CONFIDENTIAL** 20/82

**(General Manager's Note:** This report considers confidential minutes for confirmation that relate to various confidential matters and is deemed confidential under Section 10A(2) (c) (d) (i) 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; AND which contains information regarding alleged contraventions of any Code of Conduct requirements applicable under section 440).

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD  
APRIL 29, 2020

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**RESOLUTION**

Minute No. 46247

Councillor M. Clark moved )  
Councillor J. Nolan seconded )

**Resolved**

1. That Broken Hill City Council Report No. 54/20 dated March 31, 2020, be received.
2. That the confidential minutes of the Ordinary Council Meeting held 25 March 2020 be confirmed.

CARRIED UNANIMOUSLY

**ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 55/20 - DATED APRIL 03, 2020 -  
CORRESPONDENCE REPORT - CODE OF CONDUCT NO. BHC20190628 - CONFIDENTIAL**

CC19/1

**(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. 46248

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

**Resolved**

1. That Broken Hill City Council Report No. 55/20 dated April 3, 2020, be received.
2. That correspondence received from the Office of Local Government regarding Code of Conduct matter BHC20190628 be received and noted.

CARRIED UNANIMOUSLY

**ITEM 18 – BROKEN HILL CITY COUNCIL REPORT NO. 56/20 – DATED APRIL 14, 2020 –  
PROPOSED LICENCE OF E.P. O'NEILL PARK TO BROKEN HILL SOCCER ASSOCIATION –  
CONFIDENTIAL**

12/119

**(General Manager's Note:** This report considers a licence agreement and is deemed confidential under Section 10A(2) © 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).

*Councillor Kennedy declared an interest in Item 18 and left the meeting at 9:47pm.*

**RESOLUTION**

Minute No. 46249

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

**Resolved**

1. That Broken Hill City Council Report No. 56/20 dated April 14, 2020, be received.
2. That Council enter into an interim licence agreement with the Broken Hill Soccer Association Inc for the use of E.P. O'Neill Park (Reserve 70321, Lot 7304 DP1176992; Lot 2760 DP 764895; Lot 2916 DP 765076).
3. That the licence agreement be for the duration of twelve (12) months.
4. That the annual rent be the current Crown Lands Minimum Rent of \$504.00 per annum.

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD  
APRIL 29, 2020

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5. That the licence agreement be signed and executed by the Mayor and General Manager under the Common Seal of Council.

CARRIED UNANIMOUSLY

*Councillor Kennedy returned to the meeting at 9:55pm. The Mayor advised Councillor Kennedy that Council had adopted the report recommendation of Item 18.*

**ITEM 19 - BROKEN HILL CITY COUNCIL REPORT NO. 57/20 - DATED APRIL 24, 2020 -  
CORRESPONDENCE REPORT - REQUEST FOR FINANCIAL ASSISTANCE - REX AIRLINES -  
CONFIDENTIAL** 19/69

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

**RESOLUTION**

Minute No. 46250

Councillor B. Licul moved )

Councillor M. Clark seconded )

**Resolved**

1. That Broken Hill City Council Report No. 57/20 dated April 24, 2020, be received.
2. That correspondence from Regional Express Holdings Ltd dated 23 April 2020 be received.
3. That Regional Express Holdings Ltd be informed that Council is willing to defer payment of \$48,400.00 on a no-interest basis for a period of 12 months or until the airline is in a position to repay the amount whichever is the sooner.
4. That the State Government be approached as a matter of urgency with a request to provide financial assistance to Regional Express Holdings Ltd to assure the survival of an airline for Broken Hill and region.

CARRIED

FOR: Councillors Adams, Browne, Clark, Licul, Nolan, Page and Turley

AGAINST: Councillors Algate and Kennedy

*The meeting resumed in open session at 10:12pm.*

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

There being no further business the Mayor closed the meeting at 10:14 p.m.

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD  
APRIL 29, 2020

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THE FOREGOING MINUTES WERE READ )  
AND CONFIRMED AT THE ORDINARY )  
MEETING OF THE BROKEN HILL CITY )  
COUNCIL HELD ON 27 MAY 2020. )

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CHAIRPERSON

**MAYORAL MINUTES**

- 1. MAYORAL MINUTE NO. 7/20 - DATED MAY 18, 2020 - BROKEN HILL  
ADVOCACY STRATEGY UPDATED (11/407) .....27

## ORDINARY MEETING OF THE COUNCIL

May 18, 2020

**ITEM 1**MAYORAL MINUTE NO. 7/20

SUBJECT:                    BROKEN HILL ADVOCACY STRATEGY UPDATED                    11/407

**Summary**

At the September 2018 meeting of Council, Council endorsed the Advocacy Strategy – Broken Hill: A Blueprint For Our Future as the primary document that sets the strategic direction of City leaders to clearly articulate a vision for Broken Hill to capitalise on grant funding and investment opportunities.

The Advocacy Strategy is a key piece of strategic work undertaken by the Our Leadership Key Direction Working Group (KDWG) and staff in the General Managers Office (GMO) and has been shared with over 200 government, industry and community leaders.

The document is a blueprint to guide the advocacy activities of Mayor, Councillors, staff and all proactive community groups to ‘talk up’ the City and advocate for its success and promote interventions that will place the City in an optimal position to attract new visitors, residents, businesses and industries.

The Strategy has received ongoing, favourable feedback - referencing the ability of Council to clearly articulate in a snapshot what the City’s priorities are.

The Strategy is continually monitored and has been updated to ensure that Council priorities and economic and population data is current. The revised version has been updated to include:

1. Current population and economic data.
2. An expansion of environmental priorities to include activities in the Renewable Energy Action Plan and Cities Power Partnership.
3. Central Business District and heritage precinct master planning and activation.

**Recommendation**

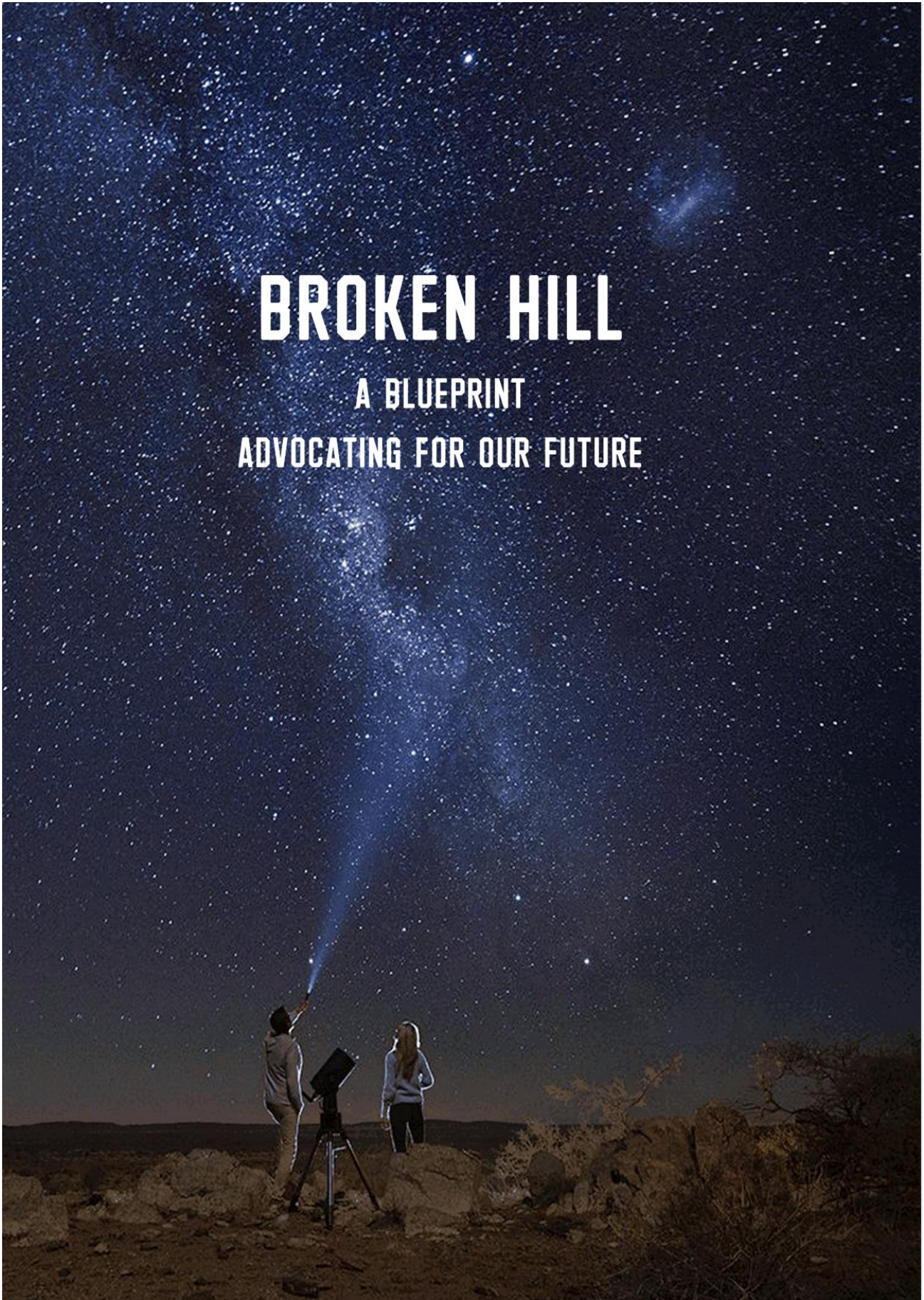
1. That Mayoral Minute No. 7/20 dated May 18, 2020, be received.
2. That the updated Broken Hill Advocacy Strategy be adopted.

**Attachments**

1. [↓](#) Broken Hill Advocacy Strategy - Revision 2020

D TURLEY AM  
MAYOR







“Broken Hill will be a self-reliant, strong regional community with services and facilities to support an active, vibrant residential population, valuing and sharing the region’s unique natural and built environment with regional, national and international visitors....”



For further information visit Broken Hill City Council website [www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au).  
To receive this document in an alternative format please contact Council (08) 8080 3300.  
First Published September 2018  
Revised May 2020

Cover: Outback Astronomy – Destination NSW, 2020.

Broken Hill Blueprint for the Future 1

## INTRODUCTION

Broken Hill – A Blueprint – Advocating for Our Future embraces investment in capital infrastructure, innovation and entrepreneurialism to transform the economy of Australia's First Heritage Listed City - Broken Hill.

The first strategy was endorsed by Council in September 2018 and provides a vision to guide the advocacy activities of Council for the achievement of new urban designed spaces, technology, art, events and enterprises and identifies interventions that will place the City in an optimal position to attract new visitors, residents, businesses and industries.

Advocacy for Broken Hill is about identifying the priority areas and actively pursuing strategies that create an environment to give our community a voice to influence decisions at a State and Federal level to improve the liveability and economic sustainability of our City.

This includes opportunistic and programmed activities such as writing submissions, direct lobbying, delegations, face to face meetings, correspondence, media activities and public campaigns. Council will also leverage the relationships it has with stakeholders including councils in Far West NSW, Regional Development Australia, the business community, industry and service providers.

The emphasis our community has given to growing a sustainable economy recognises the imperative to innovate, problem solve and create new opportunities to remain relevant in a global environment that is marked by rapid social and technological change, which has been particularly evident in 2020, with the issues surrounding COVID-19 virus, exacerbating a community already impacted by drought. It also marks a shift in community appraisal, recognising that, although technology has reduced the need for labour over the years, it has also delivered efficiencies and bridged the isolation gap. Technology paves the way to operate on a national and global scale and delivers far greater opportunities in education, tourism and business. In order to reduce our reliance but also build on new opportunities in the mining industry, the community has identified strategies that reflect a commitment and determination to expand our thinking and adapt to remain relevant in the world as it is today.

This means building on existing economic platforms, like art, film, culture and tourism, and on new opportunities such as technology, renewable energies and education. We must also actively pursue prospects for new business investment and encourage and support local entrepreneurialism and innovation as our economy transforms to meet new opportunities. The Strategy is underpinned by a projected \$50m integrated infrastructure development that includes a focus on the activation of the Central Business District through the development of a Masterplan and Cultural Precinct, expansion of available industrial land for industry expansion, a strategic housing strategy, improved connectivity and Destination Marketing.

The plan is a game-changer – moving Broken Hill's economic and psychological attachment to a resource-based economy to a diversified base and providing actionable projects and activities through capital investment in a staged intervention to lay the foundation for communication with government and investors.

To achieve the vision, Council will interact strongly with other spheres of government, business, industry and service providers to identify emerging opportunities and achieve practical support to achieve those opportunities.

## BROKEN HILL

The City of Broken Hill is the largest regional centre in the western half of New South Wales and the strategic centre of Far West NSW. It lies close to the South Australian border and midway between the Queensland and Victorian borders. The nearest population base is Mildura in Victoria, 300 kilometres to the south on the Murray River. The nearest capital city is Adelaide, approximately 500 kilometres to the southwest.

Connected by air, rail and road and with all the facilities that one would expect of a regional city, the Far West NSW region relies heavily on Broken Hill for essential services and connectivity.

Although located within NSW, Broken Hill has strong cultural and historic connections with South Australia and operates on Central Australian Time, half hour behind Eastern Standard Time.

Broken Hill is Australia's longest-lived mining city, where some of the world's major mining companies were founded on the richest mineral deposits and where safe working practices and workers legislation were first developed.

The city's skyline is dominated by prominent mining structures along the Line of Lode, including a memorial to miners.

The City sits beneath a vast sky (now being mined for renewable energy), atop a landscape famed for its natural, cultural and industrial heritage.

Each day lives are lived out in dwellings built atop a mineralogical rainforest containing 300 confirmed mineral species and representing 2,300 million years of geological history.

Many of the City's streets take their names from the wealth of metals, minerals and compounds found in the City's Ore Deposit (its Line of Lode).

The City is renowned for its perfect light – by day the sun and by night the stars, the desert moon and the city lights – which attracts artists, photographers and filmmakers.

In January 2015, Broken Hill was recognised as Australia's First National Heritage Listed City. International findings show that heritage listing 'sells' and can stimulate growth through the visitor economy and the attraction of investment and entrepreneurial opportunity. As part of a very elite club, there is potential to heighten the brand of Broken Hill to world status.



**FACT FILE**

| POPULATION |        |
|------------|--------|
| 2019       | 17,479 |
| 2014       | 18,627 |
| 2009       | 19,267 |

| TOTAL WORKFORCE |       |
|-----------------|-------|
| 2019            | 7,852 |
| 2014            | 7,315 |
| 2009            | 7,443 |

| INDUSTRY 2018/2019                  | \$M | Jobs  |
|-------------------------------------|-----|-------|
| Mining, Construction, Manufacturing | 344 | 1,582 |
| Household Services*                 | 226 | 1,811 |
| Tourism**                           | 124 | 480   |
| Retail Trades                       | 50  | 936   |
| Public Administration and Safety    | 61  | 600   |

Employment increased by 456 between 2013/14 and 2018/19. 50.3% (all industries) of workers were male and 49.6% female. In the 2019 September quarter, the unemployment rate was 3.9%. Mining was the most productive industry, generating \$267 million in 2018/19.

| LIVEABILITY STRENGTHS  | CHALLENGES  |
|--|---|
| <ul style="list-style-type: none"> <li>• Attractive built environment</li> <li>• Open landscape</li> <li>• Access via road, rail and air</li> <li>• Numerous sport and recreational facilities</li> <li>• Strong and growing mining and renewable energy sectors</li> <li>• Highly skilled workforce</li> <li>• Diverse employment opportunities</li> <li>• Affordable Housing – media house price - At June 2018, \$121,000*</li> <li>• Regional Hospital, many allied health services</li> <li>• Education – quality primary and secondary options</li> <li>• TAFE and Country University Centre</li> <li>• Proximity to Mildura and Adelaide</li> </ul> | <ul style="list-style-type: none"> <li>• Slow declining population</li> <li>• Ageing Population</li> <li>• Minimal Housing Stock</li> <li>• Land lock impacting industrial and residential development</li> <li>• Size of skilled workforce for major infrastructure projects</li> <li>• Commodity Prices</li> <li>• Loss of young adults to employment and education opportunities elsewhere</li> <li>• Speed of Connectivity</li> <li>• Ageing Infrastructure</li> <li>• Inability of Broken Hill Airport to service larger aircraft</li> </ul> |

\*realestate.com.au

| STRATEGIC PROJECTS  |
|---|
| CBD Activation – including CBD Cultural Precinct and Library and Archives Project<br>Broken Hill Airport Redevelopment<br>Heavy Vehicle Bypass<br>Heritage City Promotion<br>Smart and Sustainable Community Transition |

\*Household Services refers to Accommodation and Food Services, Education and Training, Health Care and Social Assistance, Arts and Recreation Services and Other Services. In 2019, the Household services sector accounted for 41.4% of employment. The importance of this sector has increased over the last 10 years (38.0% in 2009).

\*\*In 2018/19, the total tourism and hospitality sales in Broken Hill City was \$82.2m, the total value added was \$41.6 million.

| OPPORTUNITIES         |  |
|-----------------------|--|
| Tourism               | Australia's First Heritage Listed City<br>Nature-based, eco and adventure tourism<br>Events and Conferences<br>Cultural and Indigenous Tourism   |
| Road                  | Completion of sealing of Cobb and Silver City Highways   |
| Rail                  | Increase number of services from Sydney to Broken Hill and interstate services to South Australia  |
| Connectivity          | Improve telecommunications and access speed  |
| Industry              | Renewable energy (wind, solar)<br>Carpentaria Resources Hawson's Iron Ore Project<br>Cobalt Blue Thackaringa Cobalt Project<br>Lodestone Mines magnetite project<br>National Recycling Precinct<br>Aerospace |
| Land Development      | Unlock Crown land for industrial and residential development   |
| CBD Activation        | Cultural Precinct and Library and Archives Project<br>Projection and Lighting of significant buildings / areas<br>Smart City technology – free Wi-Fi, CCTV and lighting<br>Line of Lode redevelopment        |
| Airport Redevelopment | Grow commercial opportunities and capacity of attract carriers and aerospace industry  |
| City Bypass           | Improve heavy vehicle movement from residential areas  |



### KEY PRIORITY AREAS

During the development of our Community Strategic Plan 2033 our community told us how they see themselves and importantly how they would like Council to respond to their concerns. These directions set the foundation for change and also influence our Blueprint for economic development and social change. The key priority areas are:



#### Our Community

We are a connected community and enjoy our safety and wellbeing. We keep our heritage alive and relevant; it is the foundation for the way we unite to get things done and maintain our inclusive lifestyle. Our community told us that it is our people and how we work together that will ensure how we position ourselves to retain our sense of identity, our health, wellbeing, social inclusion and connectedness.



#### Our Economy

We are accustomed to tackling our problems for real; our willingness to create change and diversify makes us resilient, securing our long term economic prosperity and paving the way for other communities to follow. Our community told us that a sustainable economy is inclusive, equitable and diverse. It is an economy where businesses prosper and everyone stands to benefit. The performance of our economy directly impacts on the way we work, live and play and the mining peaks and troughs do provide a challenge.



#### Our Environment

We value our wide streetscapes, quality of life and stunning vistas; we are committed to conservation and preservation of the natural environment and greater reduction of the human impact to ensure a sustainable and healthy community. Our community told us that the conservation and preservation of the natural environment and architectural environment is important and that activities to reduce greater the human impact on the environment will create a sustainable and healthy community.



#### Our Leadership

We have strong civic and community leadership. We are inventive, inclusive and innovative; when we work together there is nothing we can't do and our achievements continue to write history. Our community told us that Local Government is the level of government closest to the people, the voice of the community and its strength of leadership directly impacts upon the wellbeing of people in Broken Hill.





## Our Community

### ADVOCACY FOCUS

- Promote the benefits of the Broken Hill lifestyle for families and older people.
- Promote Broken Hill as the centre of social, community and cultural services and facilities in Far West NSW including regional arts, libraries and tertiary education facilities.
- Access to facilities, services and information based on community needs including housing availability and service growth (education, health).
- Grow arts and culture and preserve the importance of our social capital, built heritage and history.

### PROJECT FOCUS

- Promotion Australia's First Heritage City
- New Cultural Precinct and Library & Archives Centre
- Residential Land and Housing and services to support growing population.

**Our Community Priority  
Cultural Precinct and Library & Archives Centre****PROJECT FOCUS**

The vision for the new Broken Hill Cultural Precinct and Library and Archives aligns with the focus of reinvigorating the City's main street (Argent Street) as the City's number one urban precinct and meeting place.

Estimated at \$20m – \$25m, the library will form the centrepiece of the new Cultural Precinct and gateway to the Council's arts, leisure, recreation, information, administration and education services. Centred on the historic Town Hall Facade site, the building will maintain the existing façade as its entrance and will house the new library and Outback Archives, meeting and creative spaces and consolidate the potential of the colocation of Council services into a hub for visitor and customer services.

**BENEFITS**

- Main street activation that will create a place that runs from day to night with innovative and original experiences
- A central hub to provide a place of creativity, collaboration, connection, learning, convenience and culture
- A multi-purpose facility for residents and visitors
- Integrated technology throughout the facility
- A strong connection to our history and heritage
- Public art that will have a significant contribution to the facility's presence as a community hub.

**ADVOCACY FOCUS**

- Promote the importance of the precinct as a major tourism drawcard to increase overnight visitation the Broken Hill
- Enhance the City's cultural offering including in creative arts and film and television and television by capitalising on the Region's heritage, cultural, seasonal and natural endowments
- Advocate for investment to all tiers of Government and private investors.

**Our Community Priority  
Promotion Australia's First Heritage Listed City****PROJECT FOCUS**

New South Wales has the unique opportunity to develop a global marketing package based on heritage and cultural tourism through the promotion of the nation's only Nationally Heritage Listed City.

The City of Broken Hill was recognised as 103rd place on the National Heritage list on 20 January 2015 and deemed to have outstanding heritage value to the nation.

**BENEFITS**

- Increased national and global awareness of Australia's Only National Heritage Listed City
- Increase visitation to Broken Hill and New South Wales
- Growth in visitor experiences, product and visitation

**ADVOCACY FOCUS**

- Promote Broken Hill as an essential Australian experience and as an asset of outstanding heritage value to the nation
- Promote the importance of collaborative asset management and marketing to Federal and State Governments, industry and private benefactors.



**Our Community Priority**  
**Residential Land and Housing****PROJECT FOCUS**

One of pillars of sustainable development is access to adequate housing and land. While Broken Hill has a long history of, and continues to offer affordable housing, the future success of industry growth requires the availability of quality residential housing stock to attract families to move to the City.

Of note, are the mining investments in cobalt and iron ore which will create its own challenges in the housing and accommodation market and transport space. Hawson's Iron Ore project is anticipating 1,500 jobs during construction and 500 ongoing positions - accommodation in the City will be at a premium.

**BENEFITS**

- Increased attractive housing stock will attract families to live in the City
- Opportunity to attract investment in residential housing market
- Housing available for new workers and their families attracted to new ventures such as mining
- Increased economic activity with new building projects
- Increased employment and training opportunities in construction industry.

**ADVOCACY FOCUS**

- Collaborate with local commercial housing industry representatives to identify current available housing and land stock
- Liaise with industry and research the future need for housing and type of housing required
- Collaborate with State Government to release land, including Crown land if required for housing development
- Ensure that appropriate community facilities are available to meet future growth needs.



## Our Economy

### ADVOCACY FOCUS

- Investment in public infrastructure, creative industries, tourism marketing, renewable energy and technology related projects to enhance economic opportunity
- Improved accessible transport including air and rail services
- Improved regional road infrastructure
- Improved access to education and training services for human resource growth and improved workforce skills.

### PROJECT FOCUS

- Central Business District Activation
- Broken Hill Airport Upgrade
- Heavy Vehicle Bypass
- Industrial land development
- Connectivity.

### Our Economy Priority Central Business District Activation

#### PROJECT FOCUS

Linked to the development of the Cultural Precinct and Library & Archives Project, the City Masterplan and Interpretive Wayfinding Strategy and installation will contain a number of projects to activate key priorities previously identified as spin off strategies in the Broken Hill Cultural Framework and Synopsis Report. This project is funded through the Far West Joint Organisation. Priorities include a focus on revitalising the City Centre to stimulate economic activity and encourage residents and visitors to spend more time in the CBD and heritage and cultural precincts. It includes the activation of the Patton Park and Queen Elizabeth Park Precincts.

The spin-off strategies in the Broken Hill Cultural Framework and Synopsis Report include:

- The softening and greening of Argent street and the broader CBD through tree plantings, seating, shading.
- An inviting space that will encourage people when finished visiting the cultural precinct, to spill out onto Argent street, be able to shop, sit, relax in an environment that espouses liveability.
- The opportunity for pop up businesses, shops or eateries to operate.
- Integrated lighting and banner poles that will encourage advertising / marketing of upcoming events and complement the projection and lighting project.
- An environment that will actively support the growth of a twilight economy.
- Interpretive wayfinding and signage.

#### BENEFITS

The key priority of the Masterplan is a focus on revitalising the City Centre to stimulate economic activity and encourage residents and visitors to spend more time in the CBD and identified heritage and cultural precincts such as Patton Park Precinct in South Broken Hill and Queen Elizabeth Park in North Broken Hill. It should include (but is not limited to) spin off strategies identified in the Broken Hill Cultural Framework and Synopsis Report.

#### ADVOCACY FOCUS

- Incorporate Masterplan with advocacy for the Cultural Precinct and Library & Archives Development to advocate for an holistic approach to city development.

### Our Economy Priority Industrial Land Development

#### PROJECT FOCUS

Broken Hill is surrounded entirely by Unincorporated New South Wales.

It is landlocked and to capture the potential economic benefits from the growth in mining, manufacturing, agriculture and renewable energy industries, suitable industrial land needs to be unlocked.

The expansion of available industrial land will provide increased opportunities for industry to grow and investors to consider Broken Hill as a viable location for establishment. It sets the foundation for the City being able to embrace the advantages of new technology, production methods, new lifestyle preferences, and business and investor location decisions.

#### BENEFITS

- Ensure an adequate supply of industrial land with the capacity to enable development of specialised industry clusters and encourage co-location of related industries to decrease supply chain costs.
- Increased capacity to promote Broken Hill to industry and investment as a location for establishing new business

#### ADVOCACY FOCUS

- Facilitate industry growth through development of industrial land to grow economies of scale and sustainable energy generation and storage
- Monitor requests for industrial land to inform planning for water, wastewater, electricity, gas and telecommunications infrastructure to inform decisions about the requirements of industry.

**Our Economy Priority  
Broken Hill Airport Upgrade****PROJECT FOCUS**

Broken Hill Airport is the gateway for the provision of most of the Local, State and Federal Government services provided to the Far West community.

It provides important air transport links to South Australia, New South Wales and Victoria and is the strategic entry point for a number of Far West NSW communities.

It supports Regular Public Transport (RPT) services, Royal Flying Doctor Service (RFDS), air charter operations and General Aviation (GA).

Council also receives regular requests for access to terminal space at the airport from the space industry.

Council is seeking to upgrade current airport infrastructure to grow regional flight capacity and overcome constraints presently preventing use of the airport by major budget carriers and larger private charters, particularly related to the mining, space and event industries. With an expected increase in demand for passenger services with the growth in the mining industry, the airport also requires capacity to link with major gateway airports.

Council was successful in attracting \$2.4m from the NSW Government to secure the safety of the airport with fencing and lighting improvements and continues to seek support for infrastructure upgrades to the aprons, taxiways, runways, and potentially, security and terminal upgrades.

**BENEFITS**

- Long-term sustainability of the Airport secured to meet the needs of existing users and future demand
- Cater for and service of larger jet aircraft typically used by major budget carriers
- Drive tourism as a result of affordable and competitive transport and increase tourist passenger traffic at the airport
- Facilitate the continued presence of a Royal Flying Doctor Service Base
- Facilitate additional business and commercial (including non-aviation) development.

**ADVOCACY FOCUS**

- Broken Hill Airport is a regional airport servicing Broken Hill, Central Darling Shire and Unincorporated NSW
- Air transport underpins the growth of industry and development in Far West NSW
- Remove barriers that prevent larger budget carriers from Broken Hill
- Provide infrastructure for emerging industries such as space to locate in Far West NSW
- Support growth in agriculture, mining, space and tourism by developing regional connectivity and transport logistics to better access markets.

**EMERGING INDUSTRY - PILOT TRAINING**

Council is keen to continue the national conversation about facilities for pilot training. The Airport facilities and City's educational spaces are well-placed to support the future development of pilot training with the support of private and public investment. The Airport has significant space for expansion and because of its location, its desert climate and limited rainfall (235mm annual average), the location provides opportunity to use the space with few natural impediments.

**Our Economy Priority  
Heavy Vehicle Bypass****PROJECT FOCUS**

Broken Hill is a strategic regional transport hub on the junction of a major east-west road transport corridor (the Barrier Highway) and north-south corridor (the Silver City Highway). It experiences 24-hour traffic movement.

Over a period of many years, Council has identified numerous problems caused by the 24-hour movement of heavy vehicles through the city.

Many of the region's mines are based in and around Broken Hill and current roads struggle to support large vehicles, such as oversize and/or over-mass. A bypass would expedite this movement, while providing numerous health, safety and amenity benefits to Broken Hill residents and businesses.

In 2012, the Commonwealth, NSW Government and Perilya committed \$6m to the project but Council, at that time, was unable to commit to the capital investment of the remaining \$3.7m. Construction of the bypass, however, continues to be a major priority for industry, business and Council to deliver a range of economic and social benefits to the Broken Hill and the surrounding region.

**BENEFITS**

- Capitalise on key freight corridors, including the Barrier, Silver City and Cobb Highways and the Sydney to Adelaide rail route
- Connect local State highways and regional roads to reduce heavy vehicle movement through residential areas
- Enhanced regional transport links between the Silver City and Barrier Highways
- Increased transport efficiencies with reduced travel time and fuel consumption through Broken Hill
- An economical road route between raw material supplies and treatment facilities on opposite sides of heavily built up areas of Broken Hill
- Reduce traffic generated dust and noise (this is a priority health issue in Broken Hill given high lead levels in some parts of the community)
- Enhanced road safety for all users in built up areas of Broken Hill.

**ADVOCACY FOCUS**

- Promote the City as a regional transport hub
- Promote the numerous health, safety and amenity benefits to Broken Hill residents and businesses
- Improved interstate and intrastate transport routes.

**Our Economy Priority  
Connectivity****PROJECT FOCUS**

Council has invested almost \$1m in smart technology projects since 2017-2018 and is committed to working with State and Federal Governments to continue to grow a smart community. Council will continue to invest in technology projects and lobby on behalf of community to ensure major connectivity infrastructure is built and maintained to improve economic and social resilience by delivering telecommunications infrastructure to empower businesses and residents through improved connectivity in the digital economy.

There continues to be internet black spots at properties in the City and phone black spots on a number of the highways and main roads leading into the City.

Seen as a key competitive advantage for our region, enabling Broken Hill to become a smarter community by using smart, integrated technologies will promote synergies and growth across the region, with the aim of making Broken Hill an even more attractive place to grow a business, expand skills, raise a family and lead a productive, fulfilling life.

**BENEFITS**

- Enhance economic development through fast, global connectivity to create more and better jobs, increase regional output and foster innovation and prosperity
- Ensure internet access is available to all premises in Broken Hill
- Increase quality of life and wellbeing through access to a healthy, safe, engaged and clean lifestyle
- Enable the responsible and efficient use of natural, human and economic resources
- Increase safety of self-drive visitor market through Black Spot minimisation.

**ADVOCACY FOCUS**

- Investment in enabling technology and its infrastructure
- Internet access to all properties in Broken Hill
- Increased opportunity for industry to grow into global markets





## Our Environment

### ADVOCACY FOCUS

- Pursue economic development strategies focused around the sustainable economy, including renewable energies such as wind and solar, food security initiatives and eco-tourism.
- Future-proof Broken Hill against the impacts of climate change including more extreme weather events.
- Create partnerships and alliances with Government and Industry to create projects that promote and preserve the environment.
- Create awareness and investigate opportunities to create a sustainable economic growth for the City and region

### PROJECT FOCUS

- Meet commitments in the City Power Partnership
- Renewable Energy Industry Project Investment
- Southern Lights Project - joint initiative between REROC, RAMJO, Central NSW JO and CBRR
- Renewable energy powered waste processing facility.

Our Environment priority  
Renewable Energy Plan**PROJECT FOCUS**

As the Local Government Authority, Council has a leadership role to ensure that the City remains vibrant and healthy for future generations. We have an obligation to treat the natural environment with care and minimise the impact we have today. Many of the environmental challenges our community faces are similar to those experienced around the world and as such sustainability must be given a greater focus to ensure our region's future for generations following us. The renewable Energy Action Plan includes a number of priorities which are also linked to the Cities Power Partnership which includes:

- Install renewable energy (solar PV and battery storage) on council buildings.
- Investigate opportunities for Council buildings and facilities to achieve 100% renewable status
- Roll out city-wide energy efficient lighting and LED street lighting with smart controls.
- Support cycling through provision of adequate cycle lanes, bike parking and end-of-ride facilities.
- Renew and improve cycling, walking and mobility connections to reduce carbon emissions and increase our city's liveability.
- Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles.
- Introduction of hybrid or electric vehicles to Council's fleet as part of fleet replacement.
- Set city-level renewable energy or emissions reduction targets and sustainable energy policies to provide a common goal and shared expectation for local residents and businesses.

**BENEFITS**

- Continue the City's reputation as an Australian leader in environmental management.
- Increased annual uptake of renewables by the community and businesses.
- This partnership provides Council and the community to work in collaboration with other Council's and stakeholders to investigate best practice, share opportunities and knowledge and ensure that a national asset is protected for generations to come.

**ADVOCACY FOCUS**

- Achieve 100% renewable status for the City of Broken Hill by 2030.

Our Environment priority  
Renewable Energy Industry**PROJECT FOCUS**

Broken Hill and the surrounding region is a leader in the renewable energy sector in Australia – home to Australia's second largest Solar Plant that feeds enough energy into the grid each year to power the city's residential power needs more than two and a half times over.

The Silverton Wind Farm has bolstered the region's renewable industry by generating up to six times the amount of electricity that the Broken Hill Solar Plant produces.

Council is keen to work with multiple partners to grow knowledge and demonstrate the region's suitability for renewable energy projects that will reduce the impact of the human footprint including a reduction in greenhouse gas emissions through the development of energy efficient infrastructure projects, the continued minimisation of waste, the reuse and recycling of resources and through educational programs to bring residents with us on the journey.

**BENEFITS**

- Consolidate Broken Hill's reputation as a renewable energy leader
- Opportunity to embrace national demonstration projects
- Enhance economic development to create more and better jobs, increase regional output and foster innovation and prosperity
- Enable the responsible and efficient use of natural, human and economic resources
- Diversify exiting industry base
- Grow skilled workforce

**ADVOCACY FOCUS**

- Act as a regional advocate to secure government and industry investment to grow the region's renewable energy industry
- Lobby for industry incentives to support renewable energy project investment
- Increase the capacity of transmission grids to extend the renewable opportunities for Broken Hill
- Work with multiple partners to create an Australian Centre for renewable energy through the development of energy efficient infrastructure projects, the continued minimisation of waste, the reuse and recycling of resources and through educational programs to bring residents with us on the journey.

Our Environment priority  
Southern Lights Project**PROJECT FOCUS**

Broken Hill City Council is involved in the Southern Lights Project which is a joint initiative between The Riverina Eastern Regional Organisation of Councils (REROC), Riverina and Murray Joint Organisation (RAMJO), Central NSW Joint Organisation (CNSWJO) and Canberra Region Joint Organisation (CBRJO).

Southern Lights is local government driven project whereby Councils work in cooperation with Essential Energy to change the way that street lighting is delivered across Southern NSW.

Southern Lights aims to replace over 75,500 streetlights with state-of-the-art LED lighting and smart controls technology across 41 Local Government Areas.

Broken Hill will replace more than 2,000 mercury vapour and high-pressure sodium streetlights to LED.

The total project cost is approximately \$60m with an estimated cost to Broken Hill of \$900,000 with a payback period of 3.5 years.

**BENEFITS**

- LED streetlight uses less energy, does not contain hazardous materials such as toxic mercury and helps reduce CO2 emissions.
- Smart controls support the deployment of other smart technologies across our City.
- LED streetlights and smart controls offer a unique opportunity for Broken Hill to enhance its street lighting, save energy, improve community safety and mitigate the environmental impacts of our current street lighting.

**ADVOCACY FOCUS**

- Council is pursuing a collaborative approach to work with like-minded organisations to focus better outcomes for local residents.
- Council will be seeking to attract government funding for this project to increase Council's capacity to invest savings generated by the LED deployment into service instead of paying down debt.

Our Environment priority  
National Waste Recycling Centre**PROJECT FOCUS**

Broken Hill offers a number of unique opportunities to contribute to a national onshore waste processing solution and generate regional development in NSW.

The environment, strategic transport routes, skill base and educational and training facilities provide a real foundation for the investigation of this project.

Building a renewable energy powered waste processing facility in Broken Hill provides an opportunity to manage waste onshore, reprocess and value-add to waste, change the regime of importing recycled material from countries made from Australian waste and create a global demonstration project that will promote Australia's reputation as leaders in environmental management.

**BENEFITS**

- Increase regional Gross Domestic Product
- Develop reputation as Australian and global leader in waste management
- Diversify exiting industry base
- Grow skilled workforce through industry development and skills training
- Increase capacity of freight hub

**ADVOCACY FOCUS**

- Act as a regional advocate to secure government and industry investment to grow the region's renewable energy industry
- Lobby for industry incentives to support renewable energy project investment
- Increase the capacity of transmission grids to extend the renewable opportunities for Broken Hill
- Work with multiple partners to create an Australian Centre for renewable energy through the development of energy efficient infrastructure projects, the continued minimisation of waste, the reuse and recycling of resources and through educational programs to bring residents with us on the journey.





## Our Leadership

### ADVOCACY FOCUS

- Ensure economic development strategies are responsive to local issues, such as population fluctuations due to mining and seasonal work
- Advocate for infrastructure, skills and resources for local economic development to drive economic performance
- Advocate for incentives to encourage people to live and do business in Broken Hill, including taxation policies such as remote living allowances
- Advocate on behalf of the broader region for improved transport services including road connections, and information and communication technologies
- Generate interest in Broken Hill as a City to invest.

### PROJECT FOCUS

- Smart and Sustainable Community
- Monitoring, evaluation and review.

**Our Leadership Priority**  
Sustainable and Smart Broken Hill - #sustainableBH**Project Focus**

Seen as a key competitive advantage for our region, enabling Broken Hill to become a smarter community by using smart, integrated technologies will promote synergies and growth across the region, with the aim of making Broken Hill an even more attractive place to grow a business, expand skills, raise a family and lead a productive, fulfilling life.

Council, in partnership with the NSW and Federal Governments has invested almost \$1m in smart technology projects during 2017-20 and is committed to working with State and Federal Governments to continue to grow a smart community.

Future projects include expanding the city's smarter city lighting, CCTV, projection and lighting on City buildings, smart bins and parking projects.

**Benefits**

- Build community resilience to population and demographic change
- Improve economic and social resilience by delivering telecommunications infrastructure to empower businesses and residents through improved connectivity in the digital economy
- Increasing quality of life and wellbeing through access to a healthy, safe, engaged and clean lifestyle
- Enhancing economic development to create more and better jobs, increase regional output, and foster innovation and prosperity
- Enabling the responsible and efficient use of natural, human and economic resources

**Advocacy Focus**

- Address gaps in infrastructure, transport connections and communications technologies that restrict economic development
- Minimise the impact of population fluctuation due to seasonal work through diversification.

**Our Leadership Priority**  
Monitoring, evaluation and review

The activities in this Blueprint will be measured against the Integrated Planning and Reporting Framework and reported in Council's Annual Report. Progressive reports will be made to the community through Council's Community Engagement processes and at the Monthly Meeting of Council as required.

In 2009, the NSW Government introduced new legislation in the form of the Local Government Amendment (Planning and reporting) Act 2009 to improve strategic planning in NSW councils.

The Integrated Planning and Reporting Framework requires councils to develop a Community Strategic Plan, which outlines the Vision, Goals and Strategies. The plan is not limited to the responsibilities of any one government or organisation.

Under the Framework, Broken Hill City Council uses the Community Strategic Plan to determine which goals and strategies can be implemented at a local government level. These goals and strategies are included in a four-year Council Delivery Program. To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a Resourcing Strategy is prepared to address long term asset management, financial management and workforce planning. The Operational Plan is a plan which focuses on the short term. It provides a one-year detailed plan of which activities and projects from the Delivery Program will be implemented.

Each year, our success in achieving the goals and strategies set out in these plans will be reported through Council's Annual Report. Although considered long term, our Community Strategic Plan and Delivery Program will remain current through a four-yearly review in line with Local Government Elections. The first Community Strategic Plan for Broken Hill was endorsed in 2010 and subsequently reviewed after a significant community engagement exercise in 2013 and further reviews in 2014 and 2017.

## REPORTS

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2. BROKEN HILL CITY COUNCIL REPORT NO. 59/20 - DATED MAY 15, 2020 - CORRESPONDENCE REPORT - REQUEST FOR EXTENSION TO TEMPORARY WATER RESTRICTIONS FOR THE NORTHERN MURRAY DARLING BASIN TRIBUTARIES (11/501) .....52
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ORDINARY MEETING OF THE COUNCIL

April 23, 2020

**ITEM 1**

BROKEN HILL CITY COUNCIL REPORT NO. 58/20

SUBJECT: CORRESPONDENCE REPORT - TRAINLINK TRIAL COACH SERVICE TO MILDURA AND ADELAIDE 11/291

**Recommendation**

1. That Broken Hill City Council Report No. 58/20 dated April 23, 2020, be received.
2. That correspondence dated 15 April 2020 from Principal Manager Ministerial Correspondence, Office of the NSW Transport Minister regarding an extension to the Trainlink trial coach service, be received and noted.

**Executive Summary:**

Council has received correspondence from the Principal Manager Ministerial Correspondence, Office of the NSW Transport Minister, regarding the Trainlink trial coach service between Broken Hill and Mildura and Adelaide.

This correspondence is in reply to Council's representations to the Deputy Premier following the February 2020 Council Meeting where Council resolved:

ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 4/20 - DATED FEBRUARY 10, 2020 - CORRESPONDENCE REPORT - NSW TRAINLINK TRIAL SERVICE CONCESSION FEES 11/161

**RESOLUTION**

Minute No. 1

- |   |  |
|---|--|
| Councillor J. Nolan moved )<br>Councillor B. Licul seconded ) | <ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 4/20 dated February 10, 2020, be received.</li> <li>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.</li> <li>3. That reply correspondence from the Parliamentary Secretary for Regional Transport, Mr. Stephen Bromhead MP dated 28 November 2019, be received.</li> <li>4. That Council notes that the Country Pensioner Excursion fare of \$2.50</li> </ol> |
|---|--|

(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.

5. 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

The reply correspondence from the Office of the NSW Transport Minister is attached for Council's consideration.

#### **Attachments**

1. [↓](#) Correspondence - Transport NSW

JAMES RONCON  
GENERAL MANAGER



Our Ref: 01028686

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

Dear Councillor Turley

Thank you for your correspondence to the Deputy Premier, which was referred to the Minister for Regional Transport and Roads, about the Broken Hill to Mildura and Adelaide trial coach service. I have been asked to respond to you.

I note your comments and appreciate the reasons that prompted you to write.

As you are aware, the Broken Hill to Mildura and Adelaide trial coach service was introduced to provide connectivity to services for the health, work and leisure requirements of the community. While the service is scheduled for a six-month trial, ending in May 2020, any potential extension will be communicated to all relevant stakeholders.

NSW TrainLink will continue to monitor these services, including the days of operation and patronage numbers, to ensure it meets the needs of the community.

Thank you for taking the time to write.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Terry McSweeney', written over a white background.

15/04/2020

**Terry McSweeney**  
**Principal Manager**  
**Ministerial Correspondence**

## ORDINARY MEETING OF THE COUNCIL

May 15, 2020

**ITEM 2**BROKEN HILL CITY COUNCIL REPORT NO. 59/20

SUBJECT: CORRESPONDENCE REPORT - REQUEST FOR EXTENSION TO TEMPORARY WATER RESTRICTIONS FOR THE NORTHERN MURRAY DARLING BASIN TRIBUTARIES 11/501

**Recommendation**

1. That Broken Hill City Council Report No. 59/20 dated May 15, 2020, be received.
2. That correspondence dated 12 May 2020 from the Minister for Water, Property and Housing, the Hon Melinda Pavey MP, regarding Council's request for an extension to the temporary water restrictions for the northern Murray Darling Basin tributaries, be received and noted.

**Executive Summary:**

Council has received correspondence from the Minister for Water, Property and Housing, the Hon Melinda Pavey MP, regarding Council's request for an extension to the temporary water restrictions for the northern Murray Darling Basin tributaries. The Minister advises that Water NSW are forecasting that flows will total 395-425GL into the Menindee Lakes system in the coming weeks and will enable full connection down the Lower Darling River; and that an independent review has been commissioned into the management of the first flush event, and that the final report is expected to be completed by August 2020.

This correspondence is in reply to the Mayor's correspondence urging the Minister to consider an extension to the temporary embargo prohibiting floodplain harvesting in the northern Murray Darling Basin until 28 February 2020, to ensure that the Lower Darling River is recharged through to its junction with the Murray River.

The Minister's reply is attached for Council's consideration.

**Attachments**

1. [↓](#) Correspondence from the Hon Melinda Pavey MP

JAMES RONCON  
GENERAL MANAGER





**The Hon. Melinda Pavey MP**  
Minister for Water, Property and Housing

12 MAY 2020

IM20/8194  
Your Ref: L20/554 - 11/426 DT:LJB

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

  
Dear Cr Turley

Thank you for your letter of 9 March 2020 supporting the temporary water restriction for the northern Murray Darling Basin tributaries, and your request for an extension.

The recent restrictions gave unprecedented protection to flows in the northern NSW Basin, including restricting floodplain harvesting access for the first time. They have been used to prioritise inflows for critical needs (towns, domestic and stock use, basic landholder rights, and critical environmental values) following an extended period of no flow. The extent of these restrictions reflects the severity of this record breaking drought, and is consistent with the NSW Government response to the recommendations of several recent reviews.

Restrictions in the northern NSW Basin were progressively lifted as the flow pulse moved down the system. Once restrictions are lifted, flows are shared according to the rules in existing water sharing plans.

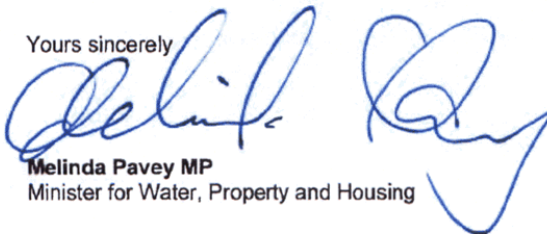
I am pleased to advise that nearly 300 GL has already flowed into the Lake Menindee system, with WaterNSW forecasting that the flows will total 395-425 GL in the coming weeks. This has enabled full connection down the Lower Darling River, will meet the critical needs for fish health and the riverine environment, and will provide at least 12 months of supply for critical needs

To improve our systems and processes, and to support transparency in water management, I recently announced an independent review into the management of this first flush event. The review will assess improvements to:

- communication of water restrictions;
- the management of first flush events including decision making and the application of the public interest test; and
- regulatory, planning or policy instruments.

The final report is expected to be received by the Department by August.

Yours sincerely

  
**Melinda Pavey MP**  
Minister for Water, Property and Housing

04 MAY 2020

## ORDINARY MEETING OF THE COUNCIL

May 15, 2020

**ITEM 3**BROKEN HILL CITY COUNCIL REPORT NO. 60/20

SUBJECT: CORRESPONDENCE REPORT - NSW GOVERNMENT STIMULUS PACKAGE FOR LOCAL GOVERNMENT SECTOR 11/175

**Recommendation**

1. That Broken Hill City Council Report No. 60/20 dated May 15, 2020, be received.
2. That correspondence dated 14 May 2020 from the Premier of New South Wales, the Hon Gladys Berejiklian MP regarding assistance for the NSW Local Government sector during the COVID-19 pandemic, be received and noted.
3. That Council notes the NSW Government stimulus package of \$395m announced for the Local Government sector on 26 April 2020.

**Executive Summary:**

Council has received correspondence from the Premier of New South Wales, the Hon Gladys Berejiklian MP regarding the NSW Government's assistance for the NSW Local Government sector during the COVID-19 pandemic and advising that Council's correspondence has been forwarded to the Minister for Local Government, the Hon Shelley Hancock MP.

This correspondence is in reply to Council's representations made on 1 April 2020 as a result of consideration of a Mayoral Minute at the March 2020 Council Meeting, where Council resolved as follows:

**ITEM 1 - MAYORAL MINUTE NO. 4/20 - DATED MARCH 20, 2020 - CALL FOR ECONOMIC STIMULUS PACKAGE FOR NSW COUNCILS**

11/175

**RESOLUTION**Minute No. 46208

- |                               |   |                                       |
|-------------------------------|---|---------------------------------------|
| Councillor D. Turley moved    | ) | 1. That Mayoral Minute No. 4/20 dated |
| Councillor M. Browne seconded | ) | March 20, 2020, be received.          |
2. That Council supports Local Government NSW's efforts in calling for Federal and State Governments to direct economic stimulus packages to local governments; and writes to its State and Federal Members and relevant State and Federal Ministers advocating for same.
  3. That a media release be distributed outlining Council's support of Local Government NSW's initiative to seek government stimulus packages for local

Councils in response to the global  
COVID-19 pandemic.

CARRIED UNANIMOUSLY

The reply correspondence from the Premier of New South Wales is attached for Council's consideration.

**Attachments**

1. [↓](#) Correspondence from the Premier of New South Wales

JAMES RONCON  
GENERAL MANAGER



Ref: A3525301

**14 MAY 2020**

Cr Darriea Turley AM  
Mayor  
Broken Hill City Council  
darriea.turley@brokenhill.nsw.gov.au

Dear Mayor,

Thank you for your correspondence regarding assistance for the Local Government sector in dealing with the Coronavirus.

As you would be aware, the NSW Government recently announced a \$395 million Local Government support package, focused on retaining local government workers and ensuring projects continue to stimulate local economies.

As the Minister for Local Government, The Hon Shelley Hancock MP has primary responsibility for Council matters, I have forwarded your correspondence for her consideration.

Thank you for taking the time to bring this matter to my attention.

Yours faithfully,

A handwritten signature in blue ink, appearing to be 'G. Berejiklian'.

**Gladys Berejiklian MP  
Premier**

CC: The Hon Shelley Hancock MP, Minister for Local Government

## ORDINARY MEETING OF THE COUNCIL

May 15, 2020

**ITEM 4**BROKEN HILL CITY COUNCIL REPORT NO. 61/20

SUBJECT: CORRESPONDENCE REPORT - FEDERAL GOVERNMENT  
SUPPORT OF THE LOCAL GOVERNMENT SECTOR 11/175

**Recommendation**

1. That Broken Hill City Council Report No. 61/20 dated May 15, 2020, be received.
2. That joint correspondence from the Leader of the Opposition, the Hon Anthony Albanese MP and the Shadow Minister for Local Government, the Hon Jason Clare MP advising of their support and advocacy for a Federal Government stimulus package for Local Government during the COVID-19 pandemic, be received.

**Executive Summary:**

Council has received joint correspondence from the Leader of the Opposition, the Hon Anthony Albanese MP and the Shadow Minister for Local Government, the Hon Jason Clare MP advising of their support and advocacy for a Federal Government stimulus package for Local Government during the COVID-19 pandemic; and states that local councils need the support of both the Federal and State Governments as the work of local government will be a major factor in bringing the nation out of this crisis.

This correspondence is in reply to Council's representations made on 1 April 2020 as a result of consideration of a Mayoral Minute at the March 2020 Council Meeting, where Council resolved as follows:

**ITEM 1 - MAYORAL MINUTE NO. 4/20 - DATED MARCH 20, 2020 - CALL FOR ECONOMIC STIMULUS PACKAGE FOR NSW COUNCILS** 11/175

**RESOLUTION**Minute No. 46208

- |                               |   |                                       |
|-------------------------------|---|---------------------------------------|
| Councillor D. Turley moved    | ) | 1. That Mayoral Minute No. 4/20 dated |
| Councillor M. Browne seconded | ) | March 20, 2020, be received.          |
2. That Council supports Local Government NSW's efforts in calling for Federal and State Governments to direct economic stimulus packages to local governments; and writes to its State and Federal Members and relevant State and Federal Ministers advocating for same.
  3. That a media release be distributed outlining Council's support of Local Government NSW's initiative to seek

government stimulus packages for local Councils in response to the global COVID-19 pandemic.

CARRIED UNANIMOUSLY

The reply joint correspondence from the Leader of the Opposition and the Shadow Minister for Local Government is attached for Council's consideration.

**Attachments**

1. Joint correspondence from the Leader of the Opposition and the Shadow Minister for  
[↓](#) Local Government

JAMES RONCON  
GENERAL MANAGER



**The Hon. Anthony Albanese MP**  
Leader of the Opposition

Cr Darriea Turley AM  
Mayor  
Broken Hill Council  
PO Box 448  
Broken Hill NSW 2880

e: [council@brokenhill.nsw.gov.au](mailto:council@brokenhill.nsw.gov.au)

11 May 2020

Dear Mayor Turley,

Thank you for taking the time to write to us regarding the economic impacts of COVID-19 on Broken Hill Council.

We understand the financial pressure that these unforeseen circumstances have placed on your resources and your community. It is for that reason, that Labor moved amendments to the recent JobKeeper legislation for it to be extended to local councils like yours. It is unfortunate that the Morrison Government chose to reject those amendments.

The legislation does, however, give the Treasurer, Josh Frydenberg, extraordinary power to expand JobKeeper by regulation. This means that the Treasurer is able to, **with the stroke of a pen**, extend support to local government should he wish to.

Labor also recognises that not only has local government been crucial in this crisis, but local government will be a major factor in bringing the nation out of crisis. Shovel ready local government projects will be a major catalyst for the national recovery from these events. Labor will be an advocate for local government throughout this process as well.

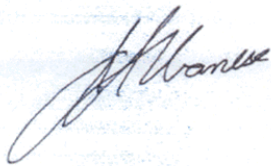
We thank you and the staff at council for the extraordinary work you are doing to ensure that essential services continue through this crisis.



The Federal Government has stated that support for councils and their staff through the COVID-19 crisis is a matter for the states. We disagree. Our position is that councils and council workers need the support of both federal and state governments.

Our role as an Opposition in this crisis is to hold the government accountable where there are parts of the solution they appear to have missed. We will continue to play that role.

Yours sincerely,



**The Hon. Anthony Albanese MP**  
Leader of the Australian Labor Party  
Member for Grayndler



**The Hon. Jason Clare MP**  
Shadow Minister for Regional Services,  
Territories and Local Government  
Member for Blaxland



ORDINARY MEETING OF THE COUNCIL

April 3, 2020

**ITEM 5**

BROKEN HILL CITY COUNCIL REPORT NO. 62/20

SUBJECT: DRAFT DELIVERY PROGRAM 2020-2022 INCORPORATING OPERATIONAL PLAN 2020/2021, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2020/2021 16/165

**Recommendation**

1. That Broken Hill City Council Report No. 62/20 dated April 3, 2020, be received.
2. That the Draft Delivery Program 2020-2022 incorporating Operational Plan 2020/2021, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2020/2021 be endorsed for the purpose of public exhibition for community comment for a 28-day period.

**Executive Summary:**

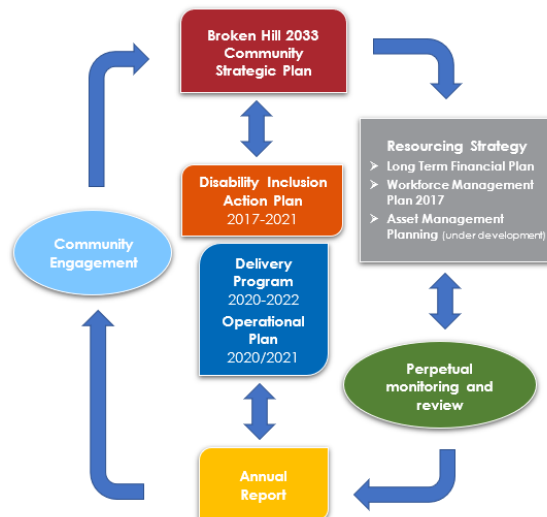
The purpose of this report is to recommend to Council to endorse the Draft Delivery Program 2020-2022 incorporating Operational Plan 2020/2021, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2020/2021, for public exhibition for a 28-day period.

**Report:**

The Operational Plan 2020/2021 identifies the projects and activities that will be delivered during the year to achieve the commitments made in the Delivery Program 2020-2022, based on the strategies outlined within the Broken Hill 2033 Community Strategic Plan.

Council’s Operational Plan forms part of the Integrated Planning and Reporting Framework.

The diagram below is the Integrated Planning and Reporting Framework, which outlines the links between the Community Strategic Plan, Council’s Delivery Program and Operational Plan.



The Draft Operational Plan 2020/2021 has been prepared within the context of the following parameters:

- Developed in accordance with the revised Long-Term Financial Plan and carrying out associated financial strategies to achieve desired business objectives.
- Considering the revenue and expenditure impacts derived from COVID-19.
- Capital projects budgeted at \$40m inclusive of expected capital grants.
- Without capital grants, capital projects are budgeted at \$16.5m
- Total rate revenue increase of 2.6%.

### **Overview of the Draft Delivery Program 2020-2022 and Operational Plan 2020/2021**

The presentation of the Draft Delivery Program and Operational Plan, within the attachments, is printed from data within the software program called CAMMS Strategy. CAMMS Strategy is the software Council is using to manage the Community Strategic Plan, Delivery Program and Operational Plan data and for progress reporting on the Delivery Program and Operational Plan.

The process involved with creating the Operational Plan required a total review of the 2019-2021 Delivery Program and the remaining elements of 2019/2020 Operational Plan.

The review culled Delivery Program Strategies and Operational Plan Actions identified to be fully completed by 30 June 2020. The Delivery Program and Operational Plan contain strategic level actions considered to be achievable within the 20/22 timeframe and directly matched to CSP strategies.

The new Delivery Program and Operational Plan are in a simple format that will be easy for Community, Councillors and Staff to monitor and report on.

Due to COVID-19 (novel coronavirus) and the postponement of the 2020 Local Government elections, the existing Delivery Program will apply for a further 12 months, maintaining the Key Directions and any activities not completed. A new 3-year program will be developed for 2022-2025, coinciding with the election of the new Council.

### **Proposed 2020/2021 Rating Strategy**

#### **Rate Peg**

The Minister for Local Government has approved a 2.6% rate peg limit that will apply to Council rates in 2020/2021. The rate peg does not apply to charges levied by Council in relation to waste management.

It is proposed to increase rates by the full amount of the 2.6% rate peg for 2020/2021, which will result in an overall increase in general rate revenue of \$400,000.

#### **Rating Strategy**

In 2015/2016, Council adopted the ongoing rating strategy of progressive apportionment of mine rates to residential rates by 1% for eight years to reduce the heavy reliance on mining rates and subsequently levy rates in proportion to the land value of a rating category. This strategy was to ensure that if there is a reduction in mining operations and/or the land valuation of mining properties, the impact will be less significant on Council's revenue stream and on its ratepayers.

Given the recent positive outlook of both mining companies and total end of mine life now expected to be in 2030, the progressive apportionment of mine rates was frozen for two years commencing in the 2019/20 budget, before being further reviewed. This will allow for the continuation of the transfer to recommence in financial year 2021/22 if necessary, with the overall outcome of mine rates being at 10% when the first mine closures are anticipated.

With the current percentage of rates paid from mining companies being 14% or \$2.3m for this financial year, because of the strategy adopted in 2015/16, Council has reduced its financial risk from mine closure and the impact to residential ratepayers and is now in a position that it is able to freeze further transfers for the next two financial years.

This will result in a respite to our residential ratepayers of \$160,000 for this financial year which on average equates to \$17 per residential property.

### **2020/2021 Budget**

The Draft Operational Plan 2020/2021 includes the 2020/2021 budget, in the form of the Revenue Policy.

The 2020/2021 budget has been developed in accordance with the adopted Long-Term Financial Plan, adopting efficiency measures to ensure continuous improvements towards becoming financially sustainable, adjusting budgetary forecasts and expectations due to the effects of COVID19, whilst achieving desired business objectives.

### **Impacts of COVID-19 & Operating Result**

The COVID-19 (novel coronavirus) pandemic is an unprecedented public health crisis, which has fast tracked an associated economic crisis as a result. Unemployment is forecast to rise significantly, with job losses impacting many sectors across our community such as accommodation and food services, retail trade, arts and recreation services, education services, construction and professional services. With a long-term projected decline in population, further job losses may hasten any decline without focused stimulus.

To date the broader financial implications of the pandemic have been severe. The City of Broken Hill is not immune to these impacts and anticipates a significant projected financial impact from this crisis. Major projected impacts include additional operational costs as the Council increases cleaning and maintenance regimes and major (projected) losses in revenue as the local community and wider economy are impacted. A reduction in airport passenger numbers along with the temporary closures of the City's community facilities, such as the Broken Hill Regional Art Gallery, Aquatic Centre and other community centres, may well result in a reduction in visitor numbers over the longer term if tourism or the general economy does not bounce back as expected.

The breadth and depth of the impact is difficult to assess in this current environment. However, initial projected forecasts estimate potential net revenue reductions of between \$1.7 million and \$2 million for the fourth quarter of 2019/2020 and up to a further \$2.3 million for the 2020/2021 financial year. This equates to a projected 7.5% reduction in revenue for the Council for the upcoming 2020/2021 financial year.

To allow for Council's Long-Term Financial Plan objectives to be met, a corresponding reduction in expenditure of \$2.3 million, in addition to the already previously (LTFP strategy) forecast reduction in the operating deficit of \$695,000, needs to be met. It would not be feasible or practical for Council to consider reducing the operating deficit by \$3 million in one financial year, without drastically cutting community services.

Council has instead reviewed its Long Term Financial Plan and proposed a revised model to allow for an increase in the operating deficit for the 2020/2021 financial year, maintain its capital works program and agreed asset renewal ratio of 110% and reduce the impact to service delivery, whilst still seeking a return to surplus in 2023. Whilst Council may still return to surplus in 2023, it requires adjustments to previous assumptions and how Council operates. The 2020/21 Budget takes into account the first year of this revised strategy and these changes are described in the following paragraphs.

### **Change in Front Line Service Operating Hours**

COVID-19 has impacted the way councils conduct business and how residents and customers interact with Council. To ensure compliance with Work Health & Safety, the protection of the Community in general and the State Government's Public Health Order, a majority of Council's customer facing services have either closed or had their hours reduced. During this time Council has increased its online and telephone presences and will continue to ensure that the same or better levels of customer service are experienced by all customers and residents.

As restrictions are eased Council will begin to review and reopen these services however, they may be different to those offered pre-COVID-19. Council will always ensure the fundamental principles of Work Health and Safety and public safety is paramount to any decisions made before easing restrictions, when operating public buildings.

In addition to the above, due to compliance with social distancing and population density limits, increased resource requirements, combined with a reduced revenue base from operating these facilities; operating hours may have to be reduced or altered, moving forward. It is anticipated that these hours will be reviewed quarterly in accordance with budgetary reviews and Federal and State Government advice around easing of restrictions.

#### Access to Office of Local Government Low Cost Borrowings Stimulus Package

The Office of Local Government announced a \$395M Stimulus Package on the 26 April 2020. This included a job retention allowance for effected employees, funding for the increase in the Emergency Services Levy and access to secure low-interest infrastructure loans through TCorp, which in the past have not been available to Broken Hill.

Local Government plays a fundamental role in stimulating the local economy through community infrastructure projects and this has been acknowledged by the other levels of government in making these funds available to each council, to not only support councils to meet their asset renewal requirements during the pandemic, but to also aid the recovery of local economies and ensure prospects for job retention and job growth, as the local economy begins to emerge from COVID-19.

Within the proposed budget (Future Proof Scenario), it is proposed Council take advantage of this offer and draw down \$10M over a period of ten years, at a fixed interest rate of 1.85% per annum. The purpose of this loan will be to fast track infrastructure projects in the short term (next three years) and leverage grant opportunities that may effectively turn \$10M of projects into \$20-\$30M of projects, through Council being able to utilise the loan borrowings to act as its % contribution to any grant application; the details of which are contained within the proposed capital budget.

The interest repayable on this loan over the ten-year term is \$976,000 and falls within Council's Loan Borrowing Policy, Long Term Financial Plan, key financial ratios (as detailed in this document) and will ensure intergenerational equity moving forward.

#### Fast Tracking Community Infrastructure Projects

As described above, it is proposed that Council build capacity through low cost borrowings to fast track Community Infrastructure projects, in an effort to support and revitalise the local economy. This is a different proposition to that espoused as part of the previous loan, which sought to supplement infrastructure renewal works around the City over a 10-year period.

As per New South Wales 2019 Population Projections, Broken Hill faces a population decline over the next 20 years by 25% and whilst new industry, particularly mining in pre-feasibility studies, may assist in reversing that number; Council should seek to be proactive in the immediate future, to ensure that job retention and growth of the local economy is its key focus, so that the impacts of COVID-19 don't exasperate an already unfavourable situation. This pro-active capital intervention is designed to support this position moving forward.

### **Proposed Budget (Future Proof Scenario)**

The 2020/21 Operational Plan & Budget has been built around the Future-Proof Scenario of the Long-Term Financial Plan.

The proposed budget takes into account the reduced revenue Council expects to receive from impacts of COVID-19. These are described in the table below.

| <b>Significant Impacts Due to COVID-19</b> |                                  |
|--|----------------------------------|
| <u>Service</u>                             | <u>Net Operational Reduction</u> |
| Airport                                    | \$692,850                        |
| Service Facilities                         | \$621,275                        |
| Investments                                | \$800,000                        |
| Waste Management                           | \$177,650                        |

At the time of writing the report the above assumptions are based on best estimates, however due to the uncertain economic and policy environment we are currently working with, it is expected that further adjustments (immaterial) will be made prior to final adoption of the Operational Plan.

The proposed budget takes a pro-active approach to these circumstances to try and mitigate the impacts to Council’s operations, service delivery, capital renewals and impact to the local economy.

Council has limited control over what revenue it receives during the current environment, however it can control its expenditure. Therefore, operational expenditure has been reduced as best it can, in accordance with forced closures and the expected decline in revenue base due to current restrictions and an overall decrease in disposable income. Details of Council’s expected operational income and expenditure can be found in the attached Delivery Program and Operational Plan.

Further to this, the main point of difference from the proposed scenario (Future Proof) and the alternate options for Council, is taking advantage of the proposed Low-Cost Borrowings provided through the Office of Local Government’s Economic Stimulus Package. The purpose of these borrowings as described above is to fast track community infrastructure projects over a three-year period to assist in revitalising and stimulating the local economy, retain and grow employment and allow Council to continue renewing vital community infrastructure. This proposed loan falls within Council’s adopted Borrowing Policy and meets all the criteria within the policy, ensuring it will only be used for capital purposes and creates inter-generational equity on large infrastructure investment. The proposed projects for this loan this financial year are:

1. CBD Redevelopment. This project is designed to achieve the following:
  - The softening and greening of Argent street and the broader CBD through tree plantings, seating and shading.
  - An inviting space that will encourage people when finished visiting the cultural precinct, to spill out onto Argent street, and be able to shop, sit, relax in an environment that espouses liveability.
  - The opportunity for pop up businesses, shops or eateries to operate.
  - Integrated lighting and banner poles that will encourage advertising / marketing of upcoming events and at the same time will complement the ‘vivid’ style lighting project we are currently undertaking.
  - An environment that will actively support the growth of a day/night-time economy.
  
2. O’Neil Park Redevelopment. This project is in the master planning stage and is designed to take an inclusive approach to all facilities and users of the complex to activate accessibility and movement around the area, in addition to an upgrade to the Netball Courts, Norm Fox Oval and Soccer Complex.

3. Queen Elizabeth Park Upgrade. This project was endorsed by Council as the next proposed park upgrade following the successful activation of Patton Park and the imminent relocation of the Picnic Train. The master planning of this project is nearing completion and with the Picnic Train relocation expected to occur in June 2020 and will be shovel ready for July 2020 if approved by Council.

The Future Proof Scenario is the preferred option for Council to adopt as it ensures the ongoing financial sustainability of the organisation whilst also providing economic stimulus to the City to retain and grow employment whilst also providing improvement to key community infrastructure for increased livability and attractiveness of the City.

Key Aspects of the proposed (Future Proof) scenario are:

- Sets the Council up to return to surplus in 2023.
- Maintain Council's current permanent workforce.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks (such as COVID-19).
- Ensure an appropriate rate of asset renewals is maintained so the City's infrastructure backlog is continually reduced.
- Fast track key community infrastructure using economic stimulus low cost borrowings to aid in restimulating the economy and employment.
- Meet all key financial & OLG benchmarks apart from the Operational Ratio for 2021 and 2022.

This budget is sensitive to several internal and external drivers including: Council decisions, operational performance, the external economic environment and State and Federal Government decisions including changes to legislation. Within the Long-Term Financial Plan, there are a number of examples that demonstrate some of Council's main sensitivities and outline the impact of various scenarios on Council's long-term financial position.

For the purpose of this section the Scenarios have been limited to the impact of whether Council seeks to take advantage of the economic stimulus low cost loan and if Council made no changes to its operating model following the COVID-19 Pandemic.

**SCENARIO 2 – 'Retreat & Linger'**

This scenario follows the same assumptions as the proposed scenario, but without the economic stimulus low cost loan. Due to COVID-19 and the reduced revenue bases, it is essential for Council to reduce expenditure to protect its income statements, as well as its cash reserves.

This scenario essentially puts the organisation into caretaker mode, with minimal capital works to protect Council's cash reserves for essential operations, as well as reducing expenditure in line with the proposed scenario.

Because of a reduced capital expenditure, Council will fail to meet the capital expenditure ratio benchmark, but more importantly, staff that would normally be utilised on capital works will either need to be utilised on maintenance works, which will be inefficient in the current operating model, and staff numbers will need to be reduced.

This model pushes Council's breakeven point back to 2025 and Council's cash position will be extremely tight. Another financial shock similar to the one currently experienced with COVID-19, will ensure vast service cuts to the community, for the Council to remain viable.

### Key Aspects of this Scenario

- Breakeven moved from 2023 to 2025.
- Capital works reduced to protect Council's cash reserves.
- Council will be funding capital works staff from operating funds, and face staff reductions.
- Inefficient operating model.
- Borrowings remain the same
- Some key financial ratios & OLG benchmarks will not be met in the short term.

### **SCENARIO 3 – Do Nothing Scenario**

This scenario is based on the same revenue reduction assumptions in line with the previous two scenarios, however, leaves operational expenditure as planned, prior to the impacts of COVID-19. As you will see below, this pushes Council's breakeven point back to 2027, minimises capital works and puts Council in a high-risk cash position for the immediate future. If this scenario was adopted, Council would find itself in a similar position to that of 2013, when there was not enough cash available to cover external restriction and payable provisions, as well as not meeting the key criteria of a sustainable Council. This position would see staff levels drastically reduced and service levels to the community reduced, to ensure the short-medium term viability of Council.

### **Key Aspects to this Scenario**

- Operational expenditure remains the same as pre COVID-19.
- Breakeven pushed back to 2027
- Capital works reduced to protect Council's cash reserves.
- Cash reserves will be low and would not tolerate another financial shock such as COVID-19.
- Council will be funding capital works staff from operating funds, and face drastic staff reductions.
- Inefficient operating model.
- Borrowings remain the same.
- Some key financial ratios & OLG benchmarks will not be met in the short term.

The Future Proof Budget is achievable, affordable and significantly improves the financial position of Council during the COVID-19 pandemic; allowing Council to continue to meet the expectations of the community, maintain service levels and stimulates the local economy to assist in the economic recovery of businesses and retain and grow local employment

Consequently, the budgeted loss for 2020/2021 is \$1.556 million; this is an increase in the budget deficit of \$1.486 million in 2019/20120 (excluding extraordinary items) and an increase in the operating deficit by 783,000 for the proposed budget pre-COVID-19.

COVID-19 is changing the world's operating environment significantly and unfortunately there is no crystal ball as to what things may look like in one month, two months or three months. Budgeted adjustments will need to be made throughout the 2020/2021 financial year as things become clearer.

These reviews will be undertaken to measure Council's financial performance against the financial projections contained within this Operational plan, as well as unexpected adjustments due to COVID-19. Any decisions impacting on Council's financial position for the year will be incorporated into these reviews.

### **Capital Projects**

The total capital expenditure budget for 2020/2021 has been set at \$40.2m, inclusive of major capital projects with expected capital grants. The net cost to Council inclusive of these capital grants is: \$9.5m.

Projects reliant on capital funding will not proceed without this or will be subject to additional approval by Council.

Capital projects proposed for 2020/2021 include (net cost to council):

- Airport \$ 0.01m
- Waste Facility \$ 0.20m
- Street Lighting \$ 1.7m
- CBD Redevelopment \$ 1.7m
- Buildings \$ 1.12m
- Furniture & Fittings \$0.08m
- Parks \$ 1.33m
- Plant & Equipment \$ 1.11m
- Roads \$ 1.13m
- Sportsgrounds \$ 1.10m

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

The level of capital expenditure will again be closely managed in 2020/2021 to ensure the objectives of the Long-Term Financial Plan and Asset Management Plans are met. External funding of \$30.01m has been factored into this capital program; with the remaining \$9.5m to be funded from Council internally and externally restricted funds.

### **Fees and Charges**

Fees and charges are included in the Operational Plan for the purposes of public consultation. Many fees and charges have been increased by the Local Government Consumer Index where appropriate. The latest index published was 2.2%. Statutory fees are increased/decreased as per published government gazettes. Cost recovery fees are analysed accordingly to ensure costs are fully recoverable or the appropriate subsidy from Council is applied. Fees are analysed to ensure Government Competitive Neutrality is achieved.

### **Community Engagement:**

28-day Exhibition period for public to provide submissions on Draft Delivery Program 2020/2021 incorporating Operational Plan 2020/2021, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2020/2021



**Strategic Direction:**

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

**Relevant Legislation:**

Integrated Planning and Reporting Framework  
*Local Government Act 1993*

The following is a summary of the requirements of Section 405 of the *Local Government Act 1993*:

- (1) A council must have a plan (its "operational plan") that is adopted before the beginning of each year and details the activities to be engaged in by the council during the year as part of the delivery program covering that year.
- (2) An operational plan must include a statement of the council's revenue policy for the year covered by the operational plan. The statement of revenue policy must include the statements and particulars required by the regulations.
- (3) A council must prepare a draft operational plan and give public notice of the draft indicating that submissions may be made to the council at any time during the period (not less than 28 days) that the draft is to be on public exhibition. The council must publicly exhibit the draft operational plan in accordance with the notice.
- (4) During the period of public exhibition, the council must have for inspection at its office (and at such other places as it may determine) a map that shows those parts of its area to which each category and sub-category of the ordinary rate and each special rate included in the draft operational plan applies.
- (5) In deciding on the final operational plan to be adopted, a council must consider any submissions that have been made concerning the draft plan.
- (6) The council must post a copy of its operational plan on the council's website within 28 days after the plan is adopted.

**Financial Implications:**

Financial implications of the Delivery Program are outlined in Council's Long Term Financial Plan.

Included within the Draft Operational Plan 2020/2021 is the Statement of Revenue Policy, Annual Budget and the Draft Schedule of Fees and Charges 2020/2021.

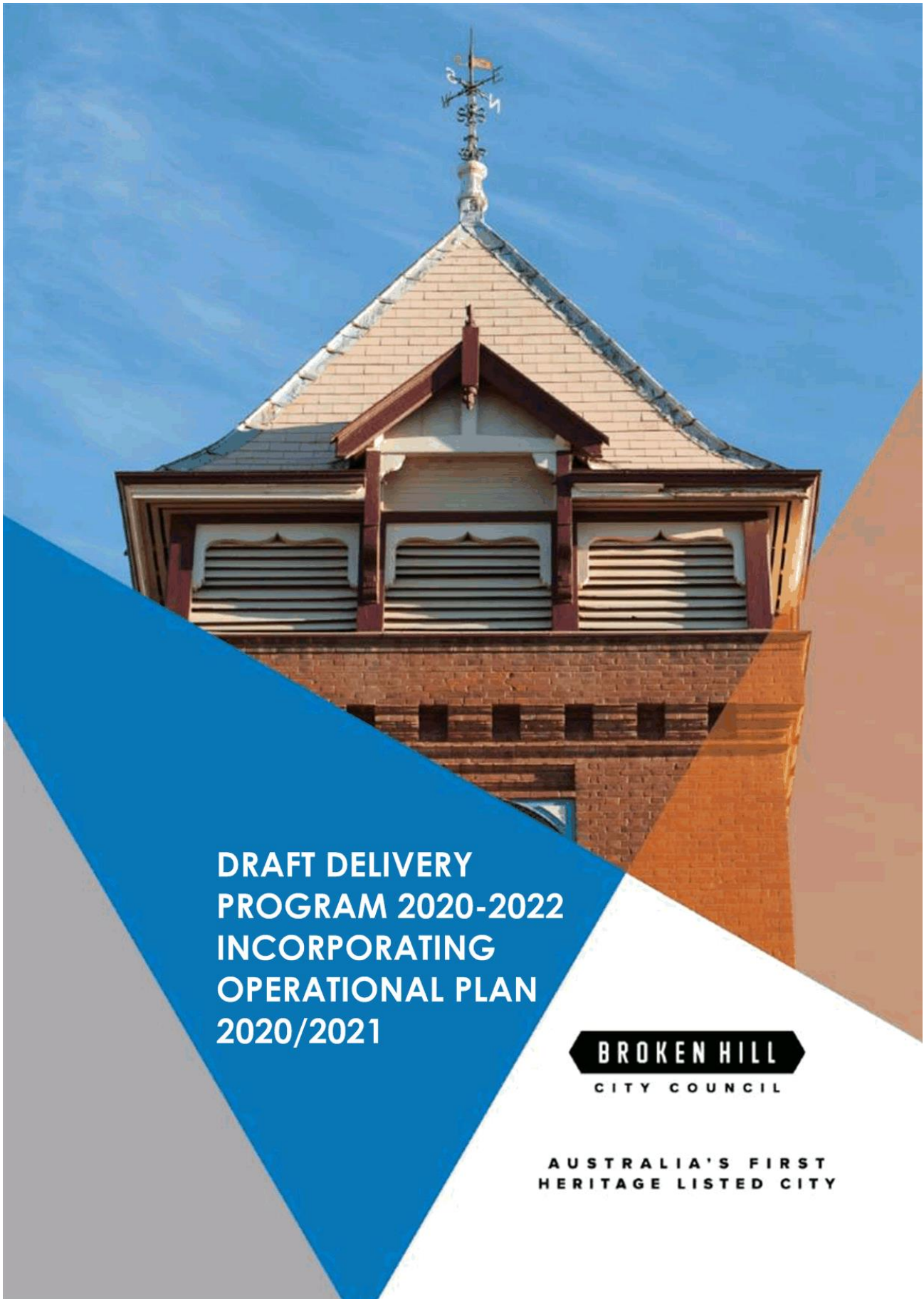
**Attachments**

1. [↓](#) Draft Delivery Program 2020-2022 incorporating Operational Plan 2020-2021
2. [↓](#) Draft Schedule of Fees and Charges 2020-2021

RAZIJA NU'MAN  
DIRECTOR CORPORATE

JAY NANKIVELL  
CHIEF FINANCIAL OFFICER

JAMES RONCON  
GENERAL MANAGER



**DRAFT DELIVERY  
PROGRAM 2020-2022  
INCORPORATING  
OPERATIONAL PLAN  
2020/2021**



**AUSTRALIA'S FIRST  
HERITAGE LISTED CITY**

| <b>QUALITY CONTROL</b>      |   |                          |
|-----------------------------|---|--------------------------|
| <b>KEY DIRECTION</b>        | 4. Our Leadership   |                          |
| <b>OBJECTIVE</b>            | 4.1 Openness and transparency in decision making  |                          |
| <b>STRATEGY</b>             | 4.1.1 Support the organisation to operate its legal framework   |                          |
| <b>FUNCTION</b>             | Leadership and Governance   |                          |
| <b>FILE REFERENCE No</b>    | 16/165  | <b>EDRMS No</b> 20/14998 |
| <b>RESPONSIBLE OFFICER</b>  | General Manager   |                          |
| <b>REVIEW DATE</b>          | June 2021   |                          |
| <b>DATE</b>                 | <b>ACTION</b>   | <b>MINUTE No.</b>        |
| December 2016               | Document reviewed and redeveloped for new four-year term  | N/A                      |
| 26 April 2017               | Public Exhibition   | 45518                    |
| 28 June 2017                | Adopted   | 45560                    |
| February 2019               | Document reviewed and redeveloped for final two years   | N/A                      |
| 14 May 2019                 | Public Exhibition   | 46065                    |
| 26 June 2019                | Adopted   | 46096                    |
| February 2020               | Document reviewed and redeveloped for final year  | N/A                      |
| 27 May 2020                 | Public Exhibition   |                          |
| <b>NOTES</b>                |   |                          |
| <b>ASSOCIATED DOCUMENTS</b> | Broken Hill 2033 Community Strategic Plan<br>Long Term Financial Plan<br>Workforce Management Plan 2017<br>Asset Management Plan (under development)<br>Current year Schedule of Fees and Charges |                          |

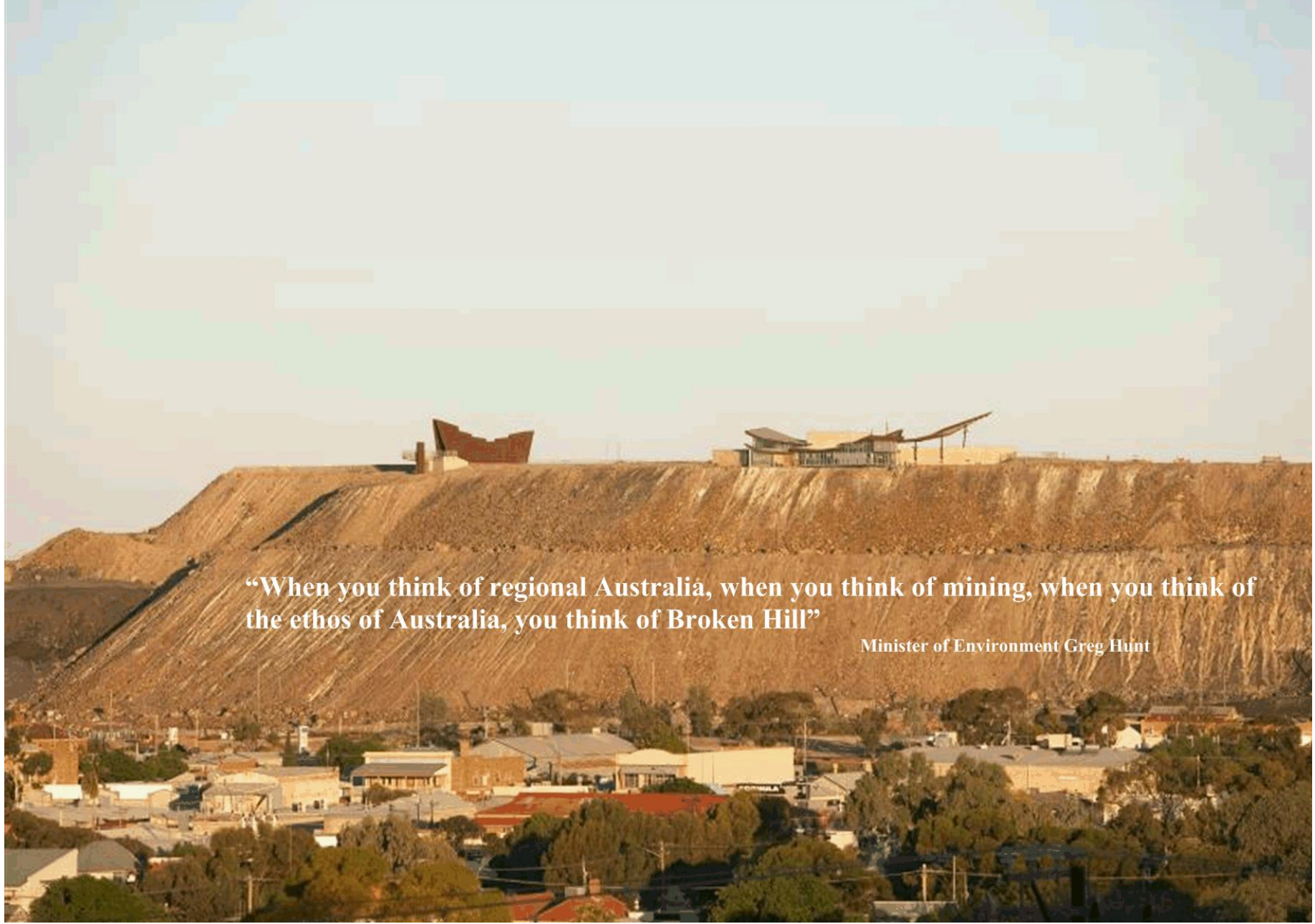


# Acknowledgement of Country

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







# ABOUT BROKEN HILL

The City of Broken Hill is the largest regional centre in the western half of New South Wales. It lies in the centre of the sparsely settled New South Wales Outback, close to the South Australian border and midway between the Queensland and Victorian borders. The nearest population base is Mildura in Victoria, approximately 300 kilometres to the south on the Murray River. The nearest capital city is Adelaide, approximately 500 kilometres to the southwest.

Connected by air, rail and road and with all the facilities that one would expect of a regional city, the Far West NSW region relies heavily on Broken Hill for essential services and connectivity.

Although located within NSW, Broken Hill has strong cultural and historic connections with South Australia and operates on Central Australian Time, half hour behind Eastern Standard Time.

Broken Hill's isolation is as much a strength as it is a challenge. This is Australia's longest lived mining city, where some of the world's major mining companies were founded on the richest mineral deposits and where safe working practices and workers legislation were first developed for miners in Australia. The City's skyline is dominated by prominent mining structures along the Line of Lode, including a memorial to miners.

Broken Hill sits beneath a vast sky (now being mined for renewable energy), atop a landscape famed for its natural, cultural and industrial heritage. Each day lives are lived out in dwellings built atop a mineralogical rainforest containing 300 confirmed mineral species and representing 2300 million years of geological history. Many of the City's streets take their names from the wealth of metals, minerals and compounds found in the City's Ore Deposit (its Line of Lode).

The City is renowned for its perfect light – by day the sun and by night the stars, the desert moon and the city lights – which attracts artists, photographers and filmmakers.

In January 2015, Broken Hill was recognised as Australia's First National Heritage Listed City. International findings show that heritage listing 'sells' and can stimulate growth through the visitor economy and the attraction of investment and entrepreneurial opportunity. As part of a very elite club, there is potential to heighten the brand of Broken Hill to world status.

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## INTRODUCTION

# EXECUTIVE SUMMARY

This document is Broken Hill City Council's Combined Delivery Program 2020-2022 and Operation Plan 2020/2021.

### MESSAGE FROM YOUR MAYOR

Before describing this Delivery Program, I feel it is important to first explain the role of the Community Strategic Plan (CSP) in Council's service delivery.

The CSP is a plan developed by Council in partnership with the community that sets out residents' priorities and aspirations for the future of Broken Hill.

The current CSP was produced by Council in consultation with the community in 2010 and was reviewed in 2013, 2014 and 2017 to ensure it remains current and relevant.

Community engagement has been at the heart of each review and thousands of locals have provided input to ensure the wishes and expectations of the community are reflected in the plan.

The next step is working to realise the community's aspirations and this combined 2020-2022 Delivery Program and 2020/2021 Operational Plan, outlines the activities that Council will undertake over the next two years to help the community reach the goals identified in the CSP.

It enables residents to see exactly how Council spends its funds and the kinds of services and activities that they can expect to be provided in their community in the coming years.

It provides a clear framework around Council's performance and enables us to be open and accountable to the public.



Council remains committed to improving its performance and is currently undertaking a four-year Service Review process to examine all aspects of its operations and make improvements where possible.

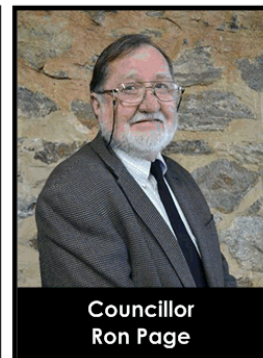
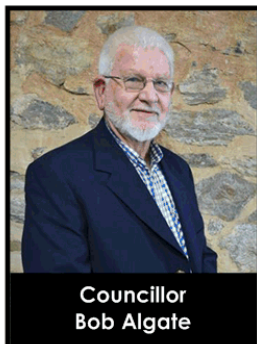
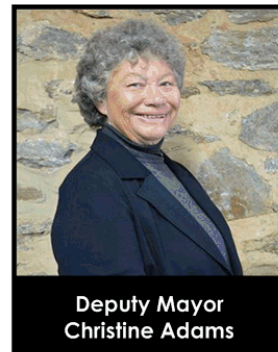
We hope this combined Delivery Program and Operational Plan provides a useful guide to Council's future activities and encourages all residents to provide input to the Service Review process as it is rolled out.

Mayor Darriea Turley AM

## OUR COUNCIL ORGANISATION

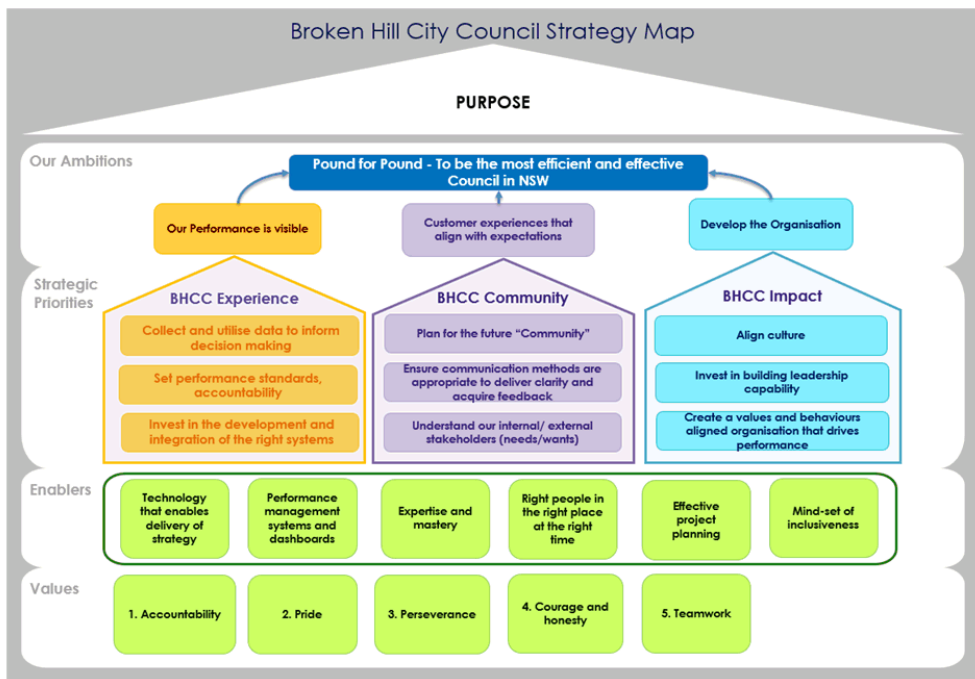
### YOUR COUNCILLORS

The Mayor and Councillors of Broken Hill have many responsibilities to the Council and the community. All Councillors, in accordance with the *Local Government Act 1993*, must "represent the collective interests of residents, ratepayers and the local community"; "facilitate communication between the local community and the governing body"; and "is accountable to the local community for the performance of the council".

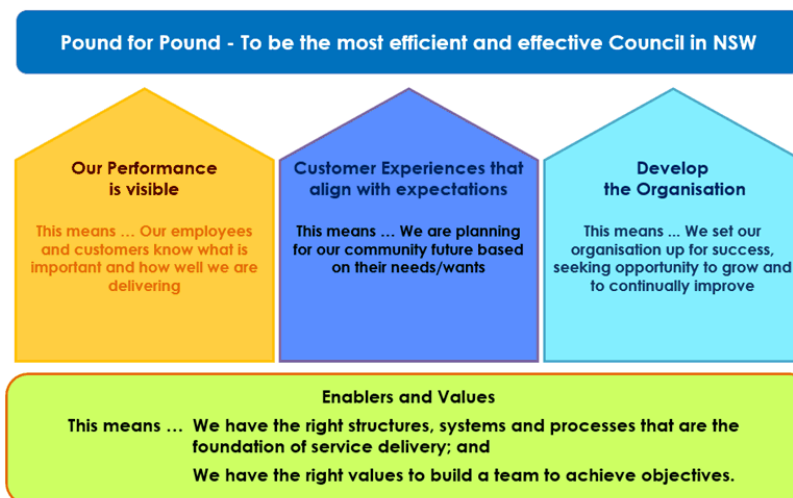


## COMMUNICATING OUR STRATEGY MAP

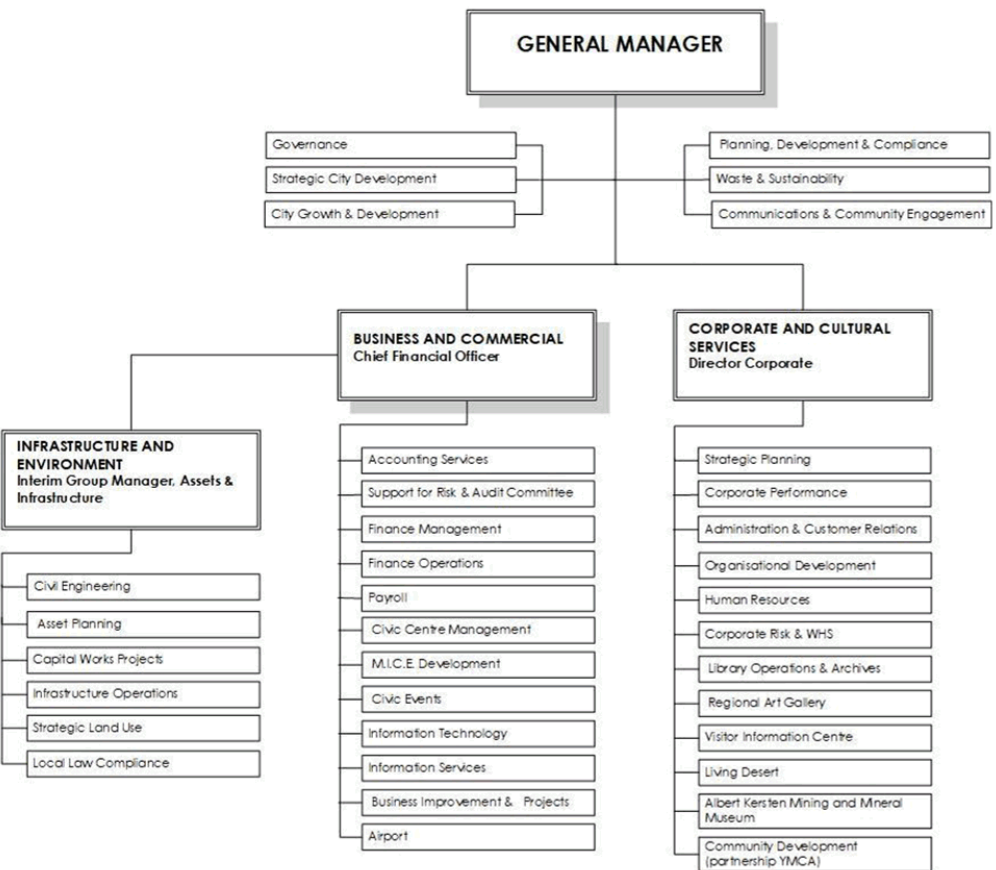
The Map summarises outcomes the organisation seeks to achieve under the Delivery Program 2020-2022. The Map is easy to read and assists our workforce to understand their role in service delivery to the community and improvement of performance.



## Theme Definitions



## BROKEN HILL CITY COUNCIL ORGANISATIONAL STRUCTURE



Organisational Structure  
 Division and Functional Overview  
 (01/06/2020)



## **IMPACTS OF COVID-19**

The COVID-19 (novel coronavirus) pandemic is an unprecedented public health crisis, which has fast tracked an associated economic crisis as a result. Unemployment is forecast to rise significantly, with job losses impacting many sectors across our community such as accommodation and food services, retail trade, arts and recreation services, education services, construction and professional services. With a long-term projected decline in population, further job losses may hasten any decline without focussed stimulus.

To date the broader financial implications of the pandemic have been severe. The City of Broken Hill is not immune to these impacts and anticipates a significant projected financial impact from this crisis. Major projected impacts include additional operational costs as the Council increases cleaning and maintenance regimes and major (projected) losses in revenue as the local community and wider economy are impacted. A reduction in airport passenger numbers along with the temporary closures of the City's community facilities, such as the Broken Hill Regional Art Gallery, Aquatic Centre and other community centres, may well result in a reduction in visitor numbers over the longer term if tourism or the general economy does not bounce back as expected.

A range of initiatives designed to alleviate financial pressure on small businesses across the City, were presented to Council in March 2020. They included a revised procurement policy to favour local businesses, a freeze on overdue interest and a freeze on debt recovery until 30 June 2020.

The breadth and depth of the impact is difficult to assess in this current environment. However, initial projected forecasts estimate potential net revenue reductions of between \$1.7 million and \$2 million for the fourth quarter of 2019/2020 and up to a further \$2.3 million for the 2020/2021 financial year. This equates to a projected 7.5% reduction in revenue for the Council for the upcoming 2020/2021 financial year.

In addition to this revenue loss, there will also be additional cashflow pressures on the Council, following decisions to defer payment plans for its residents and businesses that require rate relief for the immediate future. To reflect this inherent operational uncertainty, additional scenarios have been financially modelled and reflected in the Long Term Financial Plan.

The proposed scenario (Future Proof scenario) of the Long Term Financial Plan reflects Federal and State Government advice regarding the expected duration of COVID-19 response measures; namely the six-month period to September/October 2020, with restrictions beginning to ease throughout this time.

Despite the impacts of the COVID-19 pandemic, the Council's strong financial management in recent years, has made the organisation reasonably resilient to disruption, whilst focussing on the renewal of infrastructure at a rate acceptable to improve the liveability and attractiveness of the City.

## FINANCIAL – BALANCED SCENARIOS

### LONG TERM FINANCIAL ESTIMATES/PERFORMANCE

The financial estimates provided have been derived from the Long-Term Financial Plan.

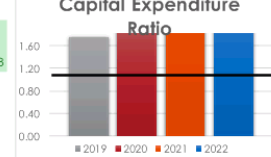
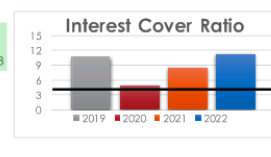
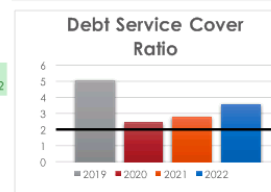
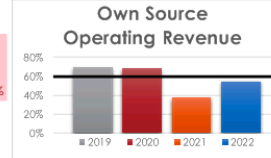
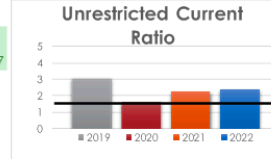
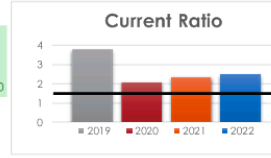
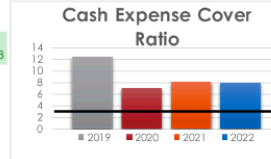
| <b>DELIVERY PROGRAM – FUTURE PROOF SCENARIO</b>   |               |                  |                        |                 |
|---|---------------|------------------|------------------------|-----------------|
| <b>INCOME STATEMENT</b>   |               |                  |                        |                 |
| <b>\$ '000</b>  | <b>2019</b>   | <b>2020</b>      | <b>2021</b>            | <b>2022</b>     |
|   | <b>Actual</b> | <b>Q2 Review</b> | <b>Proposed Budget</b> | <b>Forecast</b> |
| <b>Income from Continuing Operations</b>  |               |                  |                        |                 |
| <b>Revenue:</b>   |               |                  |                        |                 |
| Rates & annual charges  | 18,041        | 18,001           | 18,400                 | 18,879          |
| User charges & fees   | 11,125        | 4,046            | 2,674                  | 4,104           |
| Interest & investment revenue   | 1,548         | 1,167            | 371                    | 630             |
| Other revenues  | 685           | 401              | 305                    | 435             |
| Grants & contributions for operating purposes   | 6,272         | 6,555            | 6,740                  | 6,875           |
| Grants & contributions for capital purposes   | 2,813         | 4,210            | 30,011                 | 13,000          |
| <b>Other Income:</b>  |               |                  |                        |                 |
| Net gains from disposal of assets   | -             | -                | -                      | -               |
| Net share of interests in joint ventures  | 1,461         | -                | -                      | -               |
| <b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>  | <b>41,945</b> | <b>34,378</b>    | <b>58,501</b>          | <b>43,923</b>   |
| <b>Expenses from Continuing Operations</b>  |               |                  |                        |                 |
| Employee benefits & costs   | 14,235        | 14,300           | 12,396                 | 12,737          |
| Borrowing costs   | 788           | 582              | 727                    | 685             |
| Materials & contracts   | 11,575        | 8,609            | 5,602                  | 6,121           |
| Depreciation & amortisation   | 6,941         | 7,148            | 7,064                  | 7,225           |
| Impairment  | -             | -                | -                      | -               |
| Other expenses  | 4,708         | 4,393            | 4,267                  | 4,408           |
| Net losses from disposal of assets  | 581           | -                | -                      | -               |
| <b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>  | <b>38,828</b> | <b>35,033</b>    | <b>30,056</b>          | <b>31,176</b>   |
| <b>OPERATING RESULT FOR THE YEAR</b>  | <b>3,117</b>  | <b>(654)</b>     | <b>28,446</b>          | <b>12,747</b>   |
| <b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>                               | <b>304</b>    | <b>(4,864)</b>   | <b>(1,565)</b>         | <b>(253)</b>    |
| <b>NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b> | <b>304</b>    | <b>(4,864)</b>   | <b>(1,565)</b>         | <b>(253)</b>    |

| <b>DELIVERY PROGRAM – FUTURE PROOF SCENARIO</b>   |                |                |                 |                |
|---|----------------|----------------|-----------------|----------------|
| <b>STATEMENT OF FINANCIAL POSITION</b>            |                |                |                 |                |
| \$ '000   | 2019           | 2020           | 2021            | 2022           |
|   | Actual         | Q2 Review      | Proposed Budget | Forecast       |
| <b>Assets</b>                                     |                |                |                 |                |
| <b>Current Assets:</b>                            |                |                |                 |                |
| Cash & cash equivalents                           | 15,473         | 6,694          | 5,772           | 6,368          |
| Investments                                       | 9,000          | 9,000          | 14,000          | 14,000         |
| Receivables                                       | 5,311          | 4,976          | 5,973           | 6,559          |
| Inventories                                       | 122            | 125            | 128             | 131            |
| Other   | 551            | 565            | 579             | 593            |
| Non-current assets classified as 'held for sale'  | -              | -              | -               | -              |
| <b>TOTAL CURRENT ASSETS</b>                       | <b>30,457</b>  | <b>21,360</b>  | <b>26,453</b>   | <b>27,652</b>  |
| <b>Non-Current Assets:</b>                        |                |                |                 |                |
| Investments                                       | -              | -              | -               | -              |
| Receivables                                       | 47             | 47             | 47              | 25             |
| Inventories                                       | -              | -              | -               | -              |
| Infrastructure, property, plant & equipment       | 218,410        | 225,513        | 258,745         | 269,468        |
| Investments accounted for using the equity method | 1,461          | 1,461          | 1,461           | 1,461          |
| Investment property                               | -              | -              | -               | -              |
| Intangible assets                                 | -              | -              | -               | -              |
| <b>TOTAL NON-CURRENT ASSETS</b>                   | <b>219,918</b> | <b>227,021</b> | <b>260,253</b>  | <b>270,954</b> |
| <b>TOTAL ASSETS</b>                               | <b>250,375</b> | <b>248,381</b> | <b>286,706</b>  | <b>298,606</b> |
| <b>Liabilities</b>                                |                |                |                 |                |
| <b>Current Liabilities:</b>                       |                |                |                 |                |
| Payables  | 3,664          | 5,393          | 5,931           | 5,678          |
| Income Received in Advance                        | 129            | 129            | 129             | 129            |
| Borrowings  | 570            | 552            | 1,428           | 1,469          |
| Provisions  | 4,060          | 4,247          | 3,813           | 3,801          |
| <b>TOTAL CURRENT LIABILITIES</b>                  | <b>8,423</b>   | <b>10,320</b>  | <b>11,300</b>   | <b>11,078</b>  |
| <b>Non-Current Liabilities:</b>                   |                |                |                 |                |
| Payables  | -              | -              | -               | -              |
| Borrowings  | 12,522         | 11,970         | 19,623          | 18,154         |
| Provisions  | 8,729          | 10,898         | 11,984          | 14,362         |
| <b>TOTAL NON-CURRENT LIABILITIES</b>              | <b>21,251</b>  | <b>22,868</b>  | <b>31,607</b>   | <b>32,516</b>  |
| <b>TOTAL LIABILITIES</b>                          | <b>29,674</b>  | <b>33,188</b>  | <b>42,907</b>   | <b>43,593</b>  |
| <b>NET ASSETS</b>                                 | <b>220,701</b> | <b>215,193</b> | <b>243,799</b>  | <b>255,012</b> |
| <b>Equity</b>                                     |                |                |                 |                |
| Retained earnings                                 | 111,884        | 106,376        | 134,982         | 146,195        |
| Revaluation reserves                              | 108,817        | 108,817        | 108,817         | 108,817        |
| <b>Council equity interest</b>                    | <b>220,701</b> | <b>215,193</b> | <b>243,799</b>  | <b>255,012</b> |
| <b>Non-controlling interest</b>                   | <b>-</b>       | <b>-</b>       | <b>-</b>        | <b>-</b>       |
| <b>TOTAL EQUITY</b>                               | <b>220,701</b> | <b>215,193</b> | <b>243,799</b>  | <b>255,012</b> |

| <b>DELIVERY PROGRAM – FUTURE PROOF SCENARIO</b>                     |                 |                  |                        |                 |
|---|-----------------|------------------|------------------------|-----------------|
| <b>STATEMENT OF CASH FLOWS</b>                                      |                 |                  |                        |                 |
| <b>\$ '000</b>  | <b>2019</b>     | <b>2020</b>      | <b>2021</b>            | <b>2022</b>     |
|   | <b>Actual</b>   | <b>Q2 Review</b> | <b>Proposed Budget</b> | <b>Forecast</b> |
| <b>Cash Flows from Operating Activities</b>                         |                 |                  |                        |                 |
| <b>Receipts:</b>  |                 |                  |                        |                 |
| Rates & annual charges  | 17,858          | 17,461           | 17,848                 | 18,313          |
| User charges & fees   | 14,122          | 3,924            | 2,594                  | 3,981           |
| Investment & interest revenue received                              | 1,478           | 897              | 353                    | 633             |
| Grants & contributions  | 7,695           | 10,765           | 36,751                 | 19,875          |
| Bonds, deposits & retention amounts received                        | -               | -                | -                      | -               |
| Other   | 1,309           | 389              | 295                    | 422             |
| <b>Payments:</b>  |                 |                  |                        |                 |
| Employee benefits & costs   | (14,490)        | (13,871)         | (12,024)               | (12,355)        |
| Materials & contracts   | (13,962)        | (8,351)          | (5,434)                | (5,937)         |
| Borrowing costs   | (602)           | (582)            | (727)                  | (685)           |
| Bonds, deposits & retention amounts refunded                        | (28)            | -                | -                      | -               |
| Other   | (4,883)         | (4,261)          | (4,139)                | (4,276)         |
| <b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>          | <b>8,497</b>    | <b>6,371</b>     | <b>35,517</b>          | <b>19,971</b>   |
| <b>Cash Flows from Investing Activities</b>                         |                 |                  |                        |                 |
| <b>Receipts:</b>  |                 |                  |                        |                 |
| Sale of investment securities                                       | -               | -                | -                      | -               |
| Sale of infrastructure, property, plant & equipment                 | 147             | -                | -                      | -               |
| Deferred debtors receipts   | 36              | -                | -                      | -               |
| Other investing activity receipts                                   | -               | -                | -                      | -               |
| <b>Payments:</b>  |                 |                  |                        |                 |
| Purchase of investment securities                                   | (8,000)         | -                | (5,000)                | -               |
| Purchase of infrastructure, property, plant & equipment             | (12,105)        | (14,251)         | (40,296)               | (17,947)        |
| Deferred debtors & advances made                                    | -               | -                | -                      | -               |
| <b>NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES</b>          | <b>(19,922)</b> | <b>(14,251)</b>  | <b>(45,296)</b>        | <b>(17,947)</b> |
| <b>Cash Flows from Financing Activities</b>                         |                 |                  |                        |                 |
| <b>Receipts:</b>  |                 |                  |                        |                 |
| Proceeds from borrowings & advances                                 | -               | -                | 10,000                 | -               |
| <b>Payments:</b>  |                 |                  |                        |                 |
| Repayment of borrowings & advances                                  | (611)           | (570)            | (1,471)                | (1,428)         |
| <b>NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES</b>          | <b>(611)</b>    | <b>(570)</b>     | <b>8,529</b>           | <b>(1,428)</b>  |
| <b>NET INCREASE/(DECREASE) IN CASH &amp; CASH EQUIVALENTS</b>       | <b>(12,036)</b> | <b>(8,450)</b>   | <b>(1,250)</b>         | <b>596</b>      |
| <b>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</b>        | <b>27,509</b>   | <b>15,473</b>    | <b>7,023</b>           | <b>5,772</b>    |
| <b>CASH &amp; CASH EQUIVALENTS - end of year</b>                    | <b>15,473</b>   | <b>7,023</b>     | <b>5,772</b>           | <b>6,368</b>    |
| <b>Additional Information</b>                                       |                 |                  |                        |                 |
| <b>plus: Investments on hand - end of year</b>                      | <b>9,000</b>    | <b>9,000</b>     | <b>14,000</b>          | <b>14,000</b>   |
| <b>TOTAL CASH, CASH EQUIVALENTS &amp; INVESTMENTS - end of year</b> | <b>24,473</b>   | <b>16,023</b>    | <b>19,772</b>          | <b>20,368</b>   |



| DELIVERY PROGRAM – FUTURE PROOF SCENARIO  |        |           |                 |          |
|---|--------|-----------|-----------------|----------|
| FINANCIAL RATIOS  |        |           |                 |          |
|   | 2019   | 2020      | 2021            | 2022     |
|   | Actual | Q2 Review | Proposed Budget | Forecast |
| <p><b>Operating Ratio</b><br/>This ratio measures Council's ability to contain operating expenditure within operating revenue.<br/>Benchmark - Greater than 0%<br/>(operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions</p>   | -6.32% | -16.13%   | -5.50%          | -0.82%   |
| <p><b>Cash Expense Cover Ratio</b><br/>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow.<br/>Benchmark - Greater than 3.0 months<br/>(current year's cash and cash equivalents) / ((total expenses - depreciation - interest costs) * 12)</p>  | 12.26  | 6.90      | 7.96            | 7.93     |
| <p><b>Current Ratio</b><br/>This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.<br/>Benchmark - Greater than 1.5<br/>current assets / current liabilities</p>   | 3.79   | 2.07      | 2.34            | 2.50     |
| <p><b>Unrestricted Current Ratio</b><br/>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.<br/>Benchmark - Greater than 1.5<br/>current assets less all external activities / current liabilities, less specific purpose liabilities</p>   | 3.02   | 1.59      | 2.28            | 2.37     |
| <p><b>Own Source Operating Revenue</b><br/>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue.<br/>Benchmark - Greater than 60%<br/>rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)</p> | 69.19% | 68.69%    | 37.18%          | 54.75%   |
| <p><b>Debt Service Cover Ratio</b><br/>This ratio measures the availability of cash to service debt including interest, principal, and lease payments.<br/>Benchmark - Greater than 2.0<br/>operating result before interest and depreciation (EBITDA) / principal repayments + borrowing interest costs</p>  | 5.11   | 2.49      | 2.83            | 3.62     |
| <p><b>Interest Cover Ratio</b><br/>This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash.<br/>Benchmark - Greater than 4.0<br/>operating result before interest and depreciation (EBITDA) / interest expense</p>   | 10.80  | 4.92      | 8.56            | 11.18    |
| <p><b>Capital Expenditure Ratio</b><br/>This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets.<br/>Benchmark - Greater than 1.1<br/>annual capital expenditure / annual depreciation</p>  | 1.74   | 1.99      | 5.70            | 2.48     |



## FINANCIAL ESTIMATES

### ANNUAL ESTIMATES

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

As indicated in Council's Long Term Financial Plan, Council must continue to develop strategies and make decisions to ensure the reduction of financial deficits and the future sustainability of Council. Such decisions may not provide overnight relief from the weakened (COVID-19 induced) financial position and as such, it is important to take a longer-term strategic view of the benefits of such decisions.

The annual budget considers, as best it can during these uncertain times, the effects of COVID-19; this is estimated to be a reduction in revenue for the city in the vicinity of \$2.3M for the 2020/2021 financial year. This equates to a reduction in revenue of 7.5%. To allow for Council's Long Term Financial Plan objectives to be met, a corresponding reduction in expenditure of \$2.3M, in addition to the already forecast reduction in the operating deficit of \$695,000, needs to be met. For Council to consider reducing the operating deficit by \$3M in one financial year, it would not be practical or feasible without drastically cutting community services.

Council has instead reviewed its Long Term Financial Plan and proposed a revised model to allow for an increase in the operating deficit for the 2020/2021 financial year, maintain its capital works program and agreed asset renewal ratio of 110% and reduce the impact to service delivery, whilst still seeking a return to surplus in 2023. Whilst Council may still return to surplus in 2023, it requires adjustments to previous assumptions and how Council operates. These changes are described in the following paragraphs.

#### **Change in Front Line Service Operating Hours**

COVID-19 has impacted the way councils conduct business and how residents and customers interact with Council. To ensure compliance with Work Health & Safety, the protection of the Community in general and the State Government's Public Health Order, a majority of Council's customer facing services have either closed or had their hours reduced. During this time Council has increased its online and telephone presences and will continue to ensure that the same or better levels of customer service are experienced by all customers and residents.

As restrictions are eased Council will begin to review and reopen these services however, they may be different to those offered pre-COVID-19. Council will always ensure the fundamental principles of Work Health and Safety and public safety is paramount to any decisions made before easing restrictions, when operating public buildings.

In addition to the above, due to compliance with social distancing and population density limits, increased resource requirements, combined with a reduced revenue base from operating these facilities; operating hours may have to be reduced or altered, moving forward. It is anticipated that these hours will be reviewed quarterly in accordance with budgetary reviews and Federal and State Government advice around easing of restrictions.

#### **Access to Office of Local Government Low Cost Borrowings Stimulus Package**

The Office of Local Government announced a \$395M Stimulus Package on the 26 April 2020. This included a job retention allowance for effected employees, funding for the increase in the Emergency Services Levy and access to secure low-interest infrastructure loans through TCorp, which in the past have not been available to Broken Hill.

Local Government plays a fundamental role in stimulating the local economy through community infrastructure projects and this has been acknowledged by the other levels of government in making these funds available to each council, to not only support councils to meet their asset renewal requirements during the pandemic, but to also aid the recovery of local economies and ensure prospects for job retention and job growth, as the local economy begins to emerge from COVID-19.

Within the proposed budget (Future Proof Scenario), it is proposed Council take advantage of this offer and draw down \$10M over a period of ten years, at a fixed interest rate of 1.85% per annum. The purpose of this loan will be to fast track infrastructure renewal in the short term (next three years) and leverage grant opportunities that may effectively turn \$10M of projects into \$20-\$30M of projects, through Council being able to utilise the loan borrowings to act as its % contribution to any grant application; the details of which are contained within the proposed capital budget.

The interest repayable on this loan over the ten-year term is \$976,000 and falls within Council's Loan Borrowing Policy, Long Term Financial Plan, key financial ratios (as detailed in this document) and will ensure intergenerational equity moving forward.

**Fast Tracking Community Infrastructure Projects**

As described above, it is proposed that Council build capacity through low cost borrowings to fast track Community Infrastructure, in an effort to support and revitalise the local economy. This is a different proposition to that espoused as part of the previous loan, which sought to supplement infrastructure renewal works around the City over a 10-year period.











As per New South Wales 2019 Population Projections, Broken Hill faces a population decline over the next 20 years by 25% and whilst new industry, particularly mining in pre-feasibility studies, may assist in reversing that number; Council should seek to be proactive in the immediate future, to ensure that job retention and growth of the local economy is its key focus, so that the impacts of COVID-19 don't exasperate an already unfavourable situation.

COVID-19 is changing the worlds operating environment significantly and unfortunately there is no crystal ball as to what things may look like in one month, two months or three months. Budgeted adjustments will need to be made through the 2020/2021 financial year as things become clearer. These reviews will be undertaken to measure Council's financial performance against the financial projections contained within this plan, as well as unexpected adjustments due to COVID-19. Any decisions impacting on Council's financial position for the year will be incorporated into these reviews.

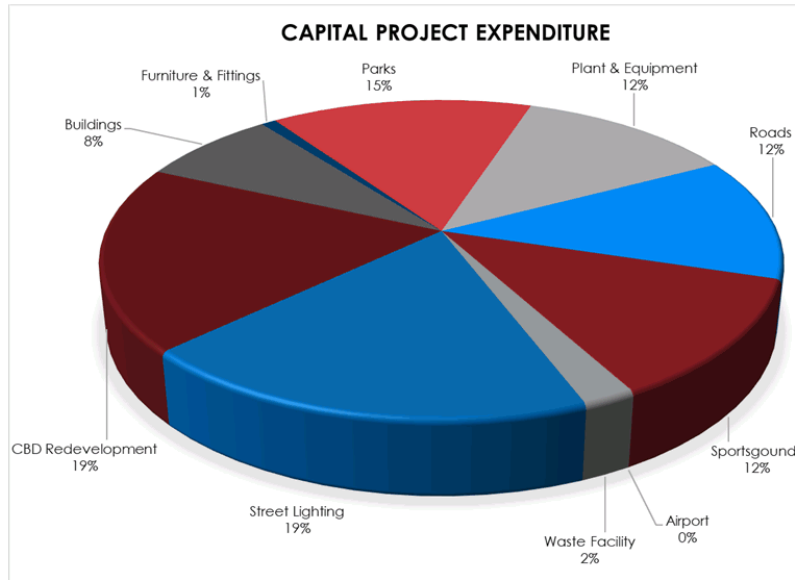
The Consolidated Estimated Income Statement, Balance Sheet and Cash Flow Statement for the 2020/2021 financial year are contained within the Revenue Policy on page 48.

**Where is Council's budget spent?**

Find out more about the budget, expenditure, services and projects on Council's website [www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au)

|  |  |   |   |   |
|--|--|---|---|---|
| <b>AIRPORT</b><br>\$0.6M<br>  | <b>ART GALLERY</b><br>\$0.55M<br>           | <b>AQUATIC CENTRE</b><br>\$0.93M<br>                 | <b>CIVIC CENTRE</b><br>\$0.26M<br>    | <b>GEOCENTRE</b><br>\$0.18M<br>                  |
| <b>LIBRARY</b><br>\$0.54M<br> | <b>PARKS AND OPEN SPACES</b><br>\$1.36M<br> | <b>ROADS, FOOTPATHS AND TRANSPORT</b><br>\$3.77M<br> | <b>SPORTING FIELDS</b><br>\$0.02M<br> | <b>VISITOR INFORMATION CENTRE</b><br>\$0.44M<br> |

**CAPITAL PROJECTS**



| <b>OPERATIONAL PLAN - FUTURE PROOF SCENARIO<br/>INCOME STATEMENT</b>                                |                             |   |  |                                      |  |
|---|-----------------------------|---|--|--------------------------------------|--|
| \$ '000   | 2021                        | 2021                                    | 2021                                   | 2021                                 | 2021                                     |
|   | TOTAL<br>Proposed<br>Budget | Our<br>Leadership<br>Proposed<br>Budget | Our<br>Community<br>Proposed<br>Budget | Our<br>Economy<br>Proposed<br>Budget | Our<br>Environment<br>Proposed<br>Budget |
| <b>Income from Continuing Operations</b>  |                             |   |  |                                      |  |
| <b>Revenue:</b>   |                             |   |  |                                      |  |
| Rates & annual charges  | 18,663                      | 15,907                                  | (48)                                   | (5)                                  | 2,809                                    |
| User charges & fees   | 2,411                       | 285                                     | 609                                    | 315                                  | 1,203                                    |
| Interest & investment revenue   | 371                         | 337                                     | -                                      | -                                    | 34                                       |
| Other revenues  | 233                         | 164                                     | 40                                     | 23                                   | 6  |
| Grants & contributions for operating purposes   | 6,811                       | 4,858                                   | 1,437                                  | 479                                  | 37                                       |
| Grants & contributions for capital purposes   | 30,011                      | 500                                     | 26,211                                 | 3,300                                | -  |
| <b>Other Income:</b>  |                             |   |  |                                      |  |
| Net gains from disposal of assets   | -                           | -                                       | -                                      | -                                    | -  |
| Net share of interests in joint ventures  | -                           | -                                       | -                                      | -                                    | -  |
| <b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>  | <b>58,501</b>               | <b>22,051</b>                           | <b>28,249</b>                          | <b>4,112</b>                         | <b>4,089</b>                             |
| <b>Expenses from Continuing Operations</b>  |                             |   |  |                                      |  |
| Employee benefits & costs   | 12,396                      | 6,827                                   | 3,020                                  | 972                                  | 1,577                                    |
| Borrowing costs   | 727                         | 179                                     | 549                                    | -                                    | -  |
| Materials & contracts   | 5,602                       | 2,564                                   | 1,600                                  | 865                                  | 573                                      |
| Depreciation & amortisation   | 7,064                       | 3,618                                   | 3,006                                  | 285                                  | 155                                      |
| Impairment  | -                           | -                                       | -                                      | -                                    | -  |
| Other expenses  | 4,267                       | 3,435                                   | 563                                    | 202                                  | 67                                       |
| Net losses from disposal of assets  | -                           | -                                       | -                                      | -                                    | -  |
| <b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>  | <b>30,056</b>               | <b>16,622</b>                           | <b>8,737</b>                           | <b>2,325</b>                         | <b>2,372</b>                             |
| <b>OPERATING RESULT FOR THE YEAR</b>  | <b>28,445</b>               | <b>5,429</b>                            | <b>19,512</b>                          | <b>1,787</b>                         | <b>1,717</b>                             |
| <b>NET OPERATING RESULT FOR THE YEAR BEFORE<br/>GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b> | <b>(1,566)</b>              | <b>4,929</b>                            | <b>(6,700)</b>                         | <b>(1,513)</b>                       | <b>1,717</b>                             |

## INTEGRATED PLANNING & REPORTING

# THE FRAMEWORK

The Integrated Planning and Reporting Framework requires councils to develop a **Community Strategic Plan**, which outlines the Vision, Goals and Strategies for the community. The plan is not limited to the responsibilities of any one government or organisation.

Under the Framework, Council will use the Community Strategic Plan to determine which goals and strategies can be implemented at a local government level. These goals and strategies are included in the reviewed 2020-2022 **Delivery Program**. Due to COVID-19 (novel coronavirus) and the postponement of the 2020 Local Government elections, the existing Delivery Program will apply for a further 12 months, maintaining the Key Directions and any activities not completed. A new 3-year program will be developed for 2022-2025, coinciding with the election of new Council.

To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a **Resourcing Strategy** is prepared to address long term financial management, workforce planning and asset management.

The **Operational Plan** is a plan which focuses on the short term. It provides a one-year detailed plan of which activities and projects from the Delivery Program will be implemented.

Each year, our success in achieving the goals and strategies set out in these plans will be reported through Council's **Annual Report**.

Although considered long term, our Community Strategic Plan will remain current through a four-yearly review in line with Local Government Elections.

The first Community Strategic Plan for Broken Hill was endorsed in 2010 and we are proud of the achievements made since this time. The Plan was subsequently reviewed after a significant community engagement exercise in 2013 and further reviews in 2014 and 2017.



### Disability Inclusion Action Planning

supports the fundamental right of choice for people with disability in our Community.

Choice, inclusion and accessibility is achieved by providing the same opportunities and ability to choose how persons with disability live their lives and enjoy the benefits of living and working in our community.

The *Disability Inclusion Act 2014 (NSW)*, was introduced in December 2014 and provides the legislative framework to guide state and local government disability inclusion and access planning.

The *Disability Inclusion Act 2014 (NSW)* requires all local government organisations to produce a Disability Inclusion Action Plan (DIAP) setting out measures enabling people with a disability to access general support and services and fully participate in the community.





## OUR KEY DIRECTIONS

The Delivery Program and Operational Plan is arranged by Key Directions taken from the Broken Hill 2033 Community Strategic Plan.

- Key Direction 1: **Our Community**
- Key Direction 2: **Our Economy**
- Key Direction 3: **Our Environment**
- Key Direction 4: **Our Leadership**

The four key directions are colour coded and articulate the Community Strategic Plan community vision as expressed in community engagement forums, in developing the Community Strategic Plan.

The Delivery Program and Operational Plan detail key objectives, strategies and actions which Council can contribute to achieving the high-level goals outlined in the Community Strategic Plan.

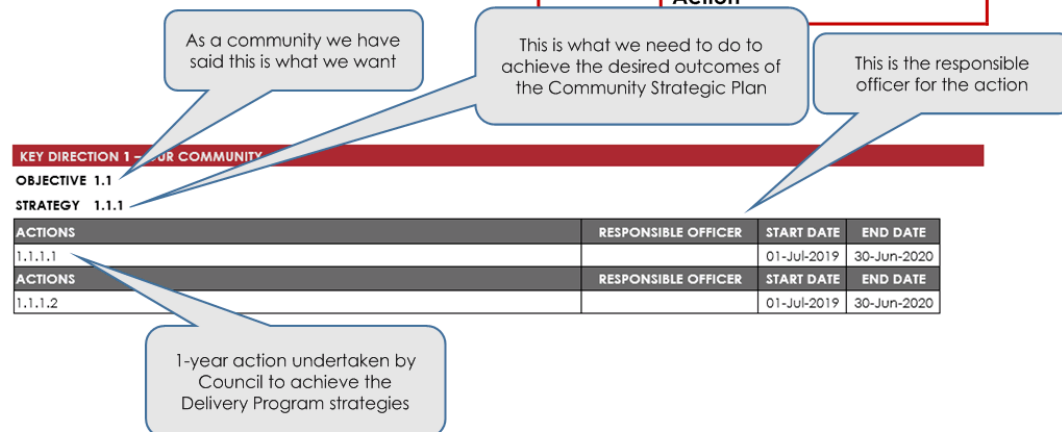
## HOW TO READ THIS PLAN

The tables in the document under each of the four key directions contain reference numbers. The reference numbers are primarily for internal Council purposes, however, will be used when providing progress reports to the community every six months.

The table and diagram below explain how to read and understand the tables and demonstrates how Delivery Program strategies and one-year Operational Plan actions align to the Broken Hill 2033 Community Strategic Plan objectives.

| COMMUNITY DIRECTION |                                |
|---------------------|--------------------------------|
| 1                   | Key Direction                  |
| 1.1                 | CSP Community Objective        |
| 1.1.1               | Delivery Program Strategy      |
| 1.1.1.1             | 1-year Operational Plan Action |

## EXAMPLE



## KEY DIRECTION 1 – OUR COMMUNITY

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

- 1.1 People in our community are in safe hands
- 1.2 Our community works together
- 1.3 Our history, culture and diversity is embraced and celebrated
- 1.4 Our built environment supports our quality of life
- 1.5 Our health and wellbeing ensures that we live life to the full





## KEY DIRECTION 1 – OUR COMMUNITY

In Broken Hill our people are our greatest asset. We are a resilient community and believe in hard work, getting things done and uniting to make a difference.

'Sense of Community' was identified by our residents as being amongst the most important areas of priority for Broken Hill. A sense of community represents a sense of belonging and identification. It requires personal investment and shared influence, participation and commitment.

The people of Broken Hill are champions of what's true, right, sincere, solid, tangible, unaffected, genuine, meaningful and authentic. We are like the Hero – where there's a will there's a way. We value being inspiring, open, original, human and fearless.

We know our isolation is as much a strength as it is a weakness, but it delivers a dose of reality - if we need to get something done, we just do it. This creates a real sense of who we are, in an age where individuality and technology are vastly affecting the fabric of other communities and how they interact to solve their problems.

Broken Hill has an inclusiveness not easily found elsewhere. Our rich mining heritage has brought people from all over the world, yet together they have combined to influence a nation. Their stories are heroic, inventive and bold. There is still a shared commitment among us to make Broken Hill a place that will continue to survive and thrive in the desert. We warmly welcome people from 'away' and they take treasured memories with them.

The focus of the Key Direction – Our Community is our people and how we can work together to ensure we position ourselves to retain our sense of identity, our health, wellbeing, social inclusion and connectedness.

The tables to follow provide objectives to help us meet the overall goal for 'Our Community' as outlined in the Community Strategic Plan which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals along with measurements to help us ensure we are on the right path.



**KEY DIRECTION 1 – OUR COMMUNITY**

**OBJECTIVE 1.1 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**

| ACTIONS  | RESPONSIBLE OFFICER                          | START DATE  | END DATE    |
|--|--|-------------|-------------|
| 1.1.1.1 Provide a comprehensive companion animal management service to the Broken Hill community in accordance with objectives in the Companion Animal Management Plan | Manager Planning, Development and Compliance | 01-Jul-2020 | 30-Jun-2021 |

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

| ACTIONS  | RESPONSIBLE OFFICER     | START DATE  | END DATE    |
|--|-------------------------|-------------|-------------|
| 1.1.2.1 Continue the implementation of Smart City Projects in accordance with the Smart City Framework | Chief Financial Officer | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 1.1.3 Provide suitable land within the Cemetery reserve and develop for future expansion**

| ACTIONS   | RESPONSIBLE OFFICER      | START DATE  | END DATE    |
|---|--------------------------|-------------|-------------|
| 1.1.3.1 Develop Rosemary and Lavender Garden in Cemetery  | Strategic Assets Manager | 01-Jul-2020 | 30-Jun-2021 |
| 1.1.3.2 Complete investigation to extend Cemetery grounds | Strategic Assets Manager | 01-Jul-2020 | 30-Jun-2021 |

**OBJECTIVE 1.2 Our Community works together**

**STRATEGY 1.2.1 Advocate for and recognise volunteerism**

| ACTIONS                           | RESPONSIBLE OFFICER | START DATE  | END DATE    |
|-----------------------------------|---------------------|-------------|-------------|
| 1.2.1.1 Review Volunteer Strategy | Events Coordinator  | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 1.2.2 Develop and implement a Customer Contact and Call Centre**

| ACTIONS   | RESPONSIBLE OFFICER            | START DATE  | END DATE    |
|---|--------------------------------|-------------|-------------|
| 1.2.2.1 Implement the Customer Services Framework throughout the organisation for improved customer experience and business improvement, including continuous improvement approach to processes | Corporate Services Coordinator | 01-Jul-2020 | 30-Jun-2021 |
| 1.2.2.2 Undertake Customer Relations Satisfaction Survey  | Corporate Services Coordinator | 01-Jul-2020 | 30-Jun-2021 |
| 1.2.2.3 Develop Customer Service Telephone Evaluation Template  | Corporate Services Coordinator | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 1.2.3 Support the Reconciliation Movement**

| ACTIONS   | RESPONSIBLE OFFICER                  | START DATE  | END DATE    |
|---|--------------------------------------|-------------|-------------|
| 1.2.3.1 Seek endorsement of Reconciliation Action Plan from Reconciliation Australia        | Youth and Community Projects Officer | 01-Jul-2020 | 30-Jun-2021 |
| 1.2.3.2 Investigate Mukutu Cultural Engagement Data Base for potential community engagement | Library Coordinator                  | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 1.2.4 Engage with key community sectors via Community Round Table**

| ACTIONS   | RESPONSIBLE OFFICER       | START DATE  | END DATE    |
|---|---------------------------|-------------|-------------|
| 1.2.4.1 Establish methodologies to ensure community representatives understand the functions and reporting associated to comply with the S355 Community Strategic Plan Round Table Committee Constitution | Executive Support Officer | 01-Jul-2020 | 30-Jun-2021 |

**OBJECTIVE 1.3 Our history, culture and diversity is embraced and celebrated**

**STRATEGY 1.3.1 Advocate for funding and investment for Community Development Projects in City growth and development**

| ACTIONS   | RESPONSIBLE OFFICER     | START DATE  | END DATE    |
|---|-------------------------|-------------|-------------|
| 1.3.1.1 Work with third parties to seek funding | City Growth Coordinator | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 1.3.2 Develop the Broken Hill Cultural Precinct, Library and Archive**

| ACTIONS   | RESPONSIBLE OFFICER | START DATE  | END DATE    |
|---|---------------------|-------------|-------------|
| 1.3.2.1 Continue to pursue funding sources and opportunities to construct the Cultural Precinct | General Manager     | 01-Jul-2020 | 30-Jun-2021 |
| 1.3.2.2 Begin construction of new Cultural Precinct, Library and Archive                        | General Manager     | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 1.3.3 Promote City's listing as Australia's First Heritage City**

| ACTIONS  | RESPONSIBLE OFFICER | START DATE  | END DATE    |
|--|---------------------|-------------|-------------|
| 1.3.3.1 Continue to build Broken Hill Heritage Festival as an annual event | Events Coordinator  | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 1.3.4 To facilitate lifelong learning via access to books, learning resources and other information**

| ACTIONS   | RESPONSIBLE OFFICER | START DATE  | END DATE    |
|---|---------------------|-------------|-------------|
| 1.3.4.1 Update two policies in relation to Library and Archive services | Library Coordinator | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 1.3.5 To preserve and share the City's archive, art and mineral asset collections through digitisation**

| ACTIONS   | RESPONSIBLE OFFICER        | START DATE  | END DATE    |
|---|----------------------------|-------------|-------------|
| 1.3.5.1 Finalisation of Strategic Business Plan and review of Policies for Art Gallery and Museum | Gallery and Museum Manager | 01-Jul-2020 | 30-Jun-2021 |
| 1.3.5.2 Digitisation of City's art assets   | Gallery and Museum Manager | 01-Jul-2020 | 30-Jun-2021 |
| 1.3.5.3 Seek funding for the Digitisation of City's archival assets                               | Library Coordinator        | 01-Jul-2020 | 30-Jun-2021 |
| 1.3.5.4 Digitisation of the City's mineral assets   | Gallery and Museum Manager | 01-Jul-2020 | 30-Jun-2021 |
| 1.3.5.5 Seek funding for method for making art and mineral collections publicly accessible online | Gallery and Museum Manager | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 1.3.6 Develop interstate and regional partners to maximise tourism opportunities**

| ACTIONS   | RESPONSIBLE OFFICER          | START DATE  | END DATE    |
|---|------------------------------|-------------|-------------|
| 1.3.6.1 Support the development of the Silver to Sea Trail project                                      | Visitor Services Coordinator | 01-Jul-2020 | 30-Jun-2021 |
| 1.3.6.2 Continue to develop working relationships with the South Australian Visitor Information Network | Visitor Services Coordinator | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 1.3.7 Develop a City-wide Cultural Plan**

| ACTIONS   | RESPONSIBLE OFFICER     | START DATE  | END DATE    |
|---|-------------------------|-------------|-------------|
| 1.3.7.1 Seek funding for the development of a City-wide Cultural Plan | City Growth Coordinator | 01-Jul-2020 | 30-Jun-2021 |

**OBJECTIVE 1.4 Our built environment supports our quality of life**

**STRATEGY 1.4.1 Develop City Strategic Plan**

| ACTIONS  | RESPONSIBLE OFFICER                          | START DATE  | END DATE    |
|--|--|-------------|-------------|
| 1.4.1.1 Investigate options for a multi lot subdivision at the Broken Hill Airport to promote non aeronautical and aeronautical development        | Manager Planning, Development and Compliance | 01-Jul-2020 | 30-Jun-2021 |
| 1.4.1.2 Carry out a review of the Broken Hill Development Control Plan in order to develop development controls to address local development needs | Manager Planning, Development and Compliance | 01-Jul-2020 | 30-Jun-2021 |

|  |                         |             |             |
|--|-------------------------|-------------|-------------|
| 1.4.1.3 Advocate to secure funding for heavy vehicle bypass road | City Growth Coordinator | 01-Jul-2020 | 30-Jun-2021 |
| 1.4.1.4 Advocate to secure funding for a Truck Wash              | City Growth Coordinator | 01-Jul-2020 | 30-Jun-2021 |

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

| ACTIONS  | RESPONSIBLE OFFICER      | START DATE  | END DATE    |
|--|--------------------------|-------------|-------------|
| 1.4.2.1 Develop Asset Management Plan - Roads and Footpaths  | Strategic Assets Manager | 01-Jul-2020 | 30-Jun-2021 |
| 1.4.2.2 Develop Asset Management Plan - Trees  | Strategic Assets Manager | 01-Jul-2020 | 30-Jun-2021 |
| 1.4.2.3 Develop Asset Management Plan - Parks and Open Spaces  | Strategic Assets Manager | 01-Jul-2020 | 30-Jun-2021 |
| 1.4.2.4 Develop Asset Management Plan - Buildings  | Strategic Assets Manager | 01-Jul-2020 | 30-Jun-2021 |
| 1.4.2.5 Finalise and prioritise implementation actions within Active Transport Plan (including Footpaths, Bicycle paths, Signage, Pedestrian Access etc) | Strategic Assets Manager | 01-Jul-2020 | 30-Jun-2021 |
| 1.4.2.6 Develop Fleet Asset Management Plan  | Strategic Assets Manager | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 1.4.3 Develop Council assets to promote outdoor recreation, exercise and mobility for families**

| ACTIONS   | RESPONSIBLE OFFICER      | START DATE  | END DATE    |
|---|--------------------------|-------------|-------------|
| 1.4.3.1 Develop and implement a masterplan for the Norm Fox Oval Precinct                   | Strategic Assets Manager | 01-Jul-2020 | 30-Jun-2021 |
| 1.4.3.2 Develop and reactivate Queen Elizabeth Park with the relocation of the Picnic Train | Strategic Assets Manager | 01-Jul-2020 | 30-Jun-2021 |

**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**

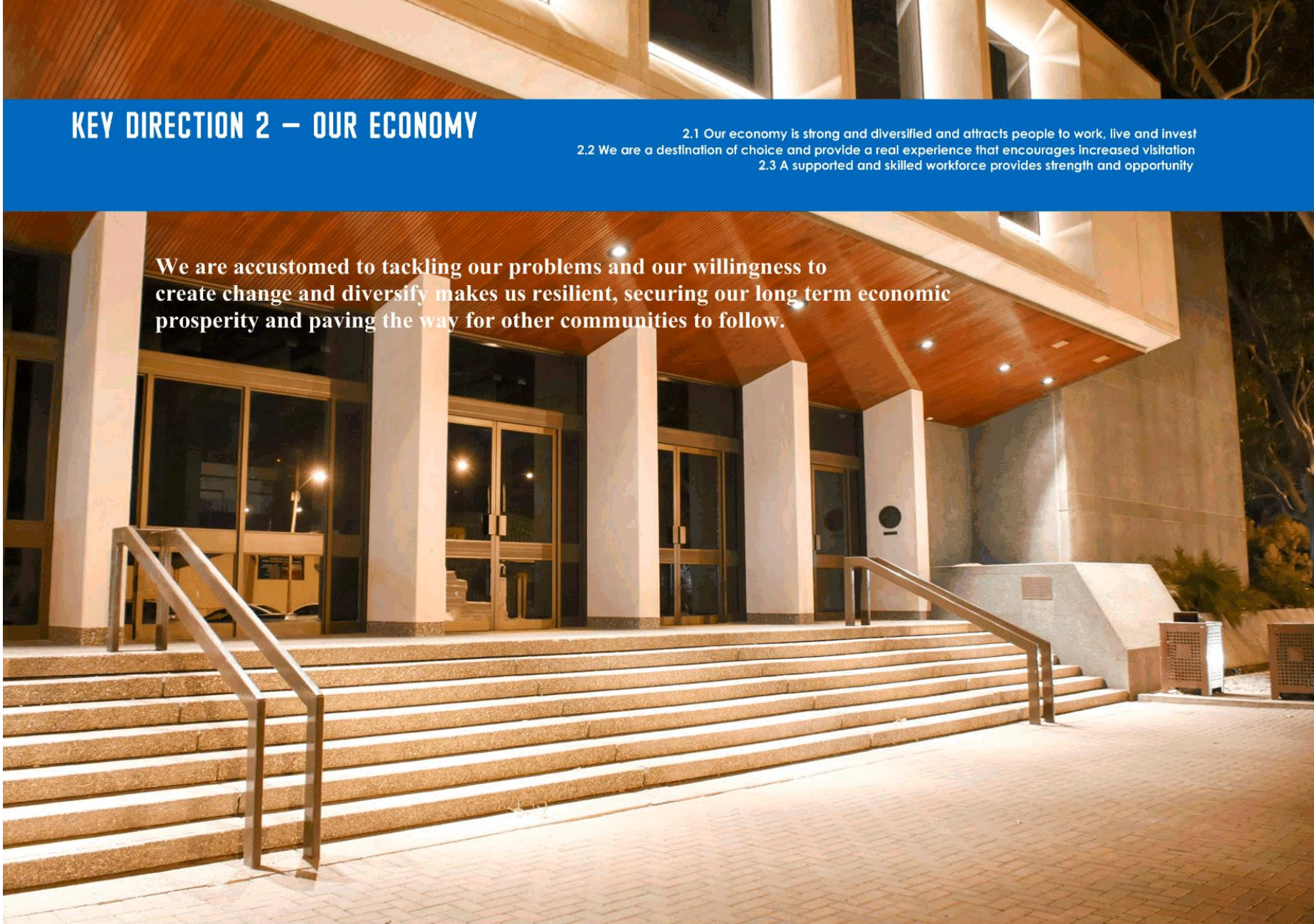
| ACTIONS   | RESPONSIBLE OFFICER                  | START DATE  | END DATE    |
|---|--------------------------------------|-------------|-------------|
| 1.5.1.1 Partner with the YMCA to provide Prevention and Wellness sessions via grant proposals | Youth and Community Projects Officer | 01-Jul-2020 | 30-Jun-2021 |

| <b>OPERATIONAL PLAN – FUTURE PROOF SCENARIO</b>   |  |                       |                    |              |                         |               |                |                          |
|---|--|-----------------------|--------------------|--------------|-------------------------|---------------|----------------|--------------------------|
| <b>INCOME STATEMENT – OUR COMMUNITY</b>   |  |                       |                    |              |                         |               |                |                          |
| \$ '000   | 2021                                   | 2021                  | 2021               | 2021         | 2021                    | 2021          | 2021           | 2021                     |
|   | Our<br>Community<br>Proposed<br>Budget | Community<br>Services | Local<br>Transport | Open Spaces  | Community<br>Facilities | Public Safety | Arts & Culture | Community<br>Development |
| <b>Income from Continuing Operations</b>  |  |                       |                    |              |                         |               |                |                          |
| <b>Revenue:</b>   |  |                       |                    |              |                         |               |                |                          |
| Rates & annual charges  | (48)                                   | -                     | -                  | (34)         | (6)                     | -             | (8)            | -                        |
| User charges & fees   | 609                                    | 210                   | -                  | 80           | 229                     | -             | 90             | -                        |
| Interest & investment revenue   | -                                      | -                     | -                  | -            | -                       | -             | -              | -                        |
| Other revenues  | 40                                     | -                     | -                  | -            | -                       | -             | 40             | -                        |
| Grants & contributions for operating purposes   | 1,437                                  | -                     | 966                | -            | -                       | -             | 471            | -                        |
| Grants & contributions for capital purposes   | 26,211                                 | -                     | 1,666              | 3,520        | 21,025                  | -             | -              | -                        |
| <b>Other Income:</b>  |  |                       |                    |              |                         |               |                |                          |
| Net gains from disposal of assets   | -                                      | -                     | -                  | -            | -                       | -             | -              | -                        |
| Net share of interests in joint ventures  | -                                      | -                     | -                  | -            | -                       | -             | -              | -                        |
| <b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>  | <b>28,249</b>                          | <b>210</b>            | <b>2,632</b>       | <b>3,566</b> | <b>21,248</b>           | <b>-</b>      | <b>593</b>     | <b>-</b>                 |
| <b>Expenses from Continuing Operations</b>  |  |                       |                    |              |                         |               |                |                          |
| Employee benefits & costs   | 3,020                                  | -                     | 1,106              | 559          | 162                     | -             | 1,193          | -                        |
| Borrowing costs   | 549                                    | -                     | 545                | -            | -                       | -             | 4              | -                        |
| Materials & contracts   | 1,600                                  | -                     | 125                | 205          | 909                     | -             | 361            | -                        |
| Depreciation & amortisation   | 3,006                                  | 2                     | 2,955              | 18           | 25                      | -             | 5              | -                        |
| Impairment  | -                                      | -                     | -                  | -            | -                       | -             | -              | -                        |
| Other expenses  | 563                                    | -                     | -                  | 30           | -                       | 422           | 111            | -                        |
| Net losses from disposal of assets  | -                                      | -                     | -                  | -            | -                       | -             | -              | -                        |
| <b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>  | <b>8,737</b>                           | <b>2</b>              | <b>4,731</b>       | <b>812</b>   | <b>1,096</b>            | <b>422</b>    | <b>1,674</b>   | <b>-</b>                 |
| <b>OPERATING RESULT FOR THE YEAR</b>  | <b>19,512</b>                          | <b>208</b>            | <b>(2,099)</b>     | <b>2,754</b> | <b>20,152</b>           | <b>(422)</b>  | <b>(1,082)</b> | <b>-</b>                 |
| <b>NET OPERATING RESULT FOR THE YEAR BEFORE<br/>GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b> | <b>(6,699)</b>                         | <b>208</b>            | <b>(3,765)</b>     | <b>(766)</b> | <b>(873)</b>            | <b>(422)</b>  | <b>(1,082)</b> | <b>-</b>                 |

| <b>CAPITAL BUDGET – OUR COMMUNITY</b>  |                      |                      |                      |                                |                     |                   |                     |                     |                       |
|--|----------------------|----------------------|----------------------|--------------------------------|---------------------|-------------------|---------------------|---------------------|-----------------------|
| Description  | Total Cost           | Capital Grant        | Capital Contribution | Operating Grant (untied roads) | Loan Funds          | Reserve Transfers | Working Capital     | Net Cost to Council | New, Renewal, Upgrade |
| LED Street Upgrade (including Council owned lights in medium strip of Argent)              | \$ 1,700,000         |                      |                      |                                |                     |                   | \$ 1,700,000        | \$ 1,700,000        | Upgrade               |
| Roof & lighting replacement - Insurance works  | \$ 6,000,000         |                      | \$ 6,000,000         |                                |                     |                   | \$ -                | \$ -                | Renewal               |
| Cultural Precinct & Library + Archive (Stage 1 - Year 1)                                   | \$ 15,025,000        | \$ 15,025,000        |                      |                                |                     |                   | \$ -                | \$ -                | Upgrade               |
| Christmas tree and street decorations  | \$ 75,000            |                      |                      |                                |                     |                   | \$ 75,000           | \$ 75,000           | Renewal               |
| O'Neill Park Complex Master Plan Works (Inclusive of Norm Fox, Soccer, Netball & Tennis) * | \$ 3,200,000         | \$ 2,100,000         |                      |                                | \$ 1,100,000        |                   | \$ -                | \$ 1,100,000        | Upgrade               |
| Alma Oval lighting upgrade   | \$ 500,000           | \$ 500,000           |                      |                                |                     |                   | \$ -                | \$ -                | Upgrade               |
| Soccer Oval lighting upgrade   | \$ 500,000           | \$ 500,000           |                      |                                |                     |                   | \$ -                | \$ -                | Upgrade               |
| Queen Elizabeth Park upgrade   | \$ 1,050,000         |                      | \$ 100,000           |                                | \$ 850,000          |                   | \$ 100,000          | \$ 950,000          | Upgrade               |
| Skate Park upgrade   | \$ 700,000           | \$ 320,000           |                      |                                |                     |                   | \$ 380,000          | \$ 380,000          | Upgrade               |
| Plant & Equipment  | \$ 1,000,000         |                      |                      |                                |                     |                   | \$ 1,000,000        | \$ 1,000,000        | Renewal               |
| Footpaths under Active Transport Plan  | \$ 650,000           | \$ 650,000           |                      |                                |                     |                   | \$ -                | \$ -                | Upgrade               |
| Blende Oxide St Intersection   | \$ 220,000           | \$ 220,000           |                      |                                |                     |                   | \$ -                | \$ -                | Renewal               |
| Local - Resealing 20/21  | \$ 600,000           |                      |                      |                                |                     |                   | \$ 600,000          | \$ 600,000          | Renewal               |
| Local - Iodide Street - Morgan to Cummins - Full reconstruction                            | \$ 150,000           |                      |                      |                                |                     |                   | \$ 150,000          | \$ 150,000          | Renewal               |
| Local - Intersection of Comstock and Piper Street - Full                                   | \$ 145,000           |                      |                      |                                |                     |                   | \$ 145,000          | \$ 145,000          | Renewal               |
| Kanandah Road Heavy Patching   | \$ 800,000           | \$ 400,000           |                      | \$ 300,000                     |                     |                   | \$ -                | \$ -                | Renewal               |
| Gypsum Cornish Intersection  | \$ 196,000           | \$ 196,000           |                      |                                |                     |                   | \$ -                | \$ -                | Renewal               |
| Gypsum Street Roundabout   | \$ 600,000           |                      |                      | \$ 465,870                     |                     |                   | \$ 100,000          | \$ 100,000          | Renewal               |
| Gypsum Street South Rd Turn lane widening  | \$ 200,000           |                      | \$ 200,000           |                                |                     |                   | \$ -                | \$ -                | Upgrade               |
| Civic Centre fire upgrade  | \$ 45,000            |                      |                      |                                | \$ 45,000           |                   | \$ 134,130          | \$ 179,130          | Upgrade               |
| Civic Centre Train Chiller (Ground Floor - Air Conditioner)                                | \$ 400,000           |                      |                      |                                |                     |                   | \$ 400,000          | \$ 400,000          | Renewal               |
| <b>Total for Our Community</b>   | <b>\$ 33,756,000</b> | <b>\$ 19,911,000</b> | <b>\$ 6,300,000</b>  | <b>\$ 765,870</b>              | <b>\$ 1,995,000</b> | <b>\$ -</b>       | <b>\$ 4,784,130</b> | <b>\$ 6,779,130</b> |                       |

\* These figures are based off best available data and estimates. The estimate has been derived from concept master planning, which is nearing completion, however, may be subject to further revision.





## KEY DIRECTION 2 – OUR ECONOMY

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

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

## KEY DIRECTION 2 – OUR ECONOMY

Broken Hill is a leader in remote community resilience; where the community unites to tackle problems and a global perspective is applied to deliver broad prospects for economic participation.

Our community understands the importance of economic diversity to guarantee a sustainable future for the City. A sustainable economy was by far the largest priority identified through the 2013 community consultative process and confirmed through the 2017 community consultative process further acknowledging that diversification is the 'key' to addressing challenges associated with the contraction of the mining industry.

A sustainable economy is inclusive, equitable and diverse. It is an economy where businesses prosper and everyone stands to benefit. The performance of our economy directly impacts on the way we work, live and play and the mining peaks and troughs do provide a challenge.

The emphasis our community has given towards a sustainable economy recognises the imperative to innovate, problem solve and create new opportunity in order to remain relevant in a global environment that is marked by rapid social and technological change.

It also marks a shift in community appraisal, recognising that, although technology has reduced the need for labour over the years, it has also delivered efficiencies and bridged the isolation gap. Technology paves the way to operate on a national and global scale and delivers far greater opportunities in education, tourism and business. Now the local community is not the only source market for our goods and services and we all see the clear need for high-speed broadband to connect Broken Hill to the world and enable us to fully capitalise on the opportunities that this infrastructure creates.

In order to reduce our reliance on the mining industry, the community identified strategies that reflect a commitment and determination to expand our thinking and adapt to remain relevant in the world as it is today. This means building on existing economic platforms, like art, culture and tourism, and building on new opportunities such as technology, renewable energies and education.

Not only must we seek prospects for new business investment, we must also encourage and support local entrepreneurialism and innovation as our economy transforms to meet new opportunity.

Broken Hill has history of resilience and getting things done. It is a leader in remote community revitalisation and as end-of-mine life becomes a reality on the horizon, we collectively recognise the need to work in collaboration, look 'outside the box' and break new ground in order to assure our sustainable future.

The tables to follow provide objectives to help us meet the overall goal for 'Our Economy' as outlined in the Community Strategic Plan which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals along with measurements to help us ensure we are on the right path.



**KEY DIRECTION 2 – OUR ECONOMY**

**OBJECTIVE 2.1 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**

| ACTIONS   | RESPONSIBLE OFFICER         | START DATE  | END DATE    |
|---|-----------------------------|-------------|-------------|
| 2.1.1.1 Learning and Development plans are completed for all employees including succession and career options  | Human Resources Coordinator | 01-Jul-2020 | 30-Jun-2021 |
| 2.1.1.2 Commence revision of Workforce Management Plan 2020-2024 in line with Local Government election process | Human Resources Coordinator | 01-Jul-2020 | 30-Jun-2021 |
| 2.1.1.3 Continue to improve Recruitment Service Delivery and employee experiences                               | Human Resources Coordinator | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 2.1.2 Develop the Airport as a commercial precinct**

| ACTIONS  | RESPONSIBLE OFFICER     | START DATE  | END DATE    |
|--|-------------------------|-------------|-------------|
| 2.1.2.1 Advocate for Airport upgrades in line with Advocacy Strategy and Airport Business Case | Chief Financial Officer | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 2.1.3 Advocate for affordable housing**

| ACTIONS  | RESPONSIBLE OFFICER     | START DATE  | END DATE    |
|--|-------------------------|-------------|-------------|
| 2.1.3.1 Develop an affordable housing strategy and identify available land | Chief Financial Officer | 01-Jul-2020 | 30-Jun-2021 |

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

| ACTIONS  | RESPONSIBLE OFFICER | START DATE  | END DATE    |
|--|---------------------|-------------|-------------|
| 2.1.4.1 Seek to understand capacity to expand electricity grid | General Manager     | 01-Jul-2020 | 30-Jun-2021 |
| 2.1.4.2 Develop a Renewable Energy Action Plan (REAP)          | General Manager     | 01-Jul-2020 | 30-Jun-2021 |

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

| ACTIONS   | RESPONSIBLE OFFICER          | START DATE  | END DATE    |
|---|------------------------------|-------------|-------------|
| 2.1.5.1 Increase city coverage of City Smart Devices (smart bins, lighting, WIFI and parking) | Manager Information Services | 01-Jul-2019 | 30-Jun-2020 |
| 2.1.5.2 Provide open data to community via IoT (Internet of Things) platform                  | Manager Information Services | 01-Jul-2019 | 30-Jun-2020 |

**STRATEGY 2.1.6 Expand available industrial land**

| ACTIONS   | RESPONSIBLE OFFICER                          | START DATE  | END DATE    |
|---|--|-------------|-------------|
| 2.1.6.1 Advocate for early determination for land that has a Local Aboriginal Claim which is zoned as industrial land                           | Manager Planning, Development and Compliance | 01-Jul-2020 | 30-Jun-2021 |
| 2.1.6.2 Collaborate with State Government to expand the industrial area in accordance with objectives in the Local Strategic Planning Statement | Manager Planning, Development and Compliance | 01-Jul-2020 | 30-Jun-2021 |

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

| ACTIONS  | RESPONSIBLE OFFICER     | START DATE  | END DATE    |
|--|-------------------------|-------------|-------------|
| 2.1.7.1 Collaborate with business and industry to attract investment | City Growth Coordinator | 01-Jul-2020 | 30-Jun-2021 |
| 2.1.7.2 Implement Business and Industry Support Strategy             | City Growth Coordinator | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 2.1.8 Work closely with the newly established Far West Joint Organisation for successful regional outcomes**

| ACTIONS  | RESPONSIBLE OFFICER | START DATE  | END DATE    |
|--|---------------------|-------------|-------------|
| 2.1.8.1 Support the initiatives that are endorsed by the Far West - South Joint Organisation | General Manager     | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 2.1.9 Promote a strategic approach to improved transport services**

| ACTIONS   | RESPONSIBLE OFFICER | START DATE  | END DATE    |
|---|---------------------|-------------|-------------|
| 2.1.9.1 Advocate for improved air and rail services through active lobbying and participation in government inquiries | General Manager     | 01-Jul-2020 | 30-Jun-2021 |

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

**STRATEGY 2.2.1 Heritage Festival continues to grow and become nationally recognised**

| ACTIONS  | RESPONSIBLE OFFICER | START DATE  | END DATE    |
|--|---------------------|-------------|-------------|
| 2.2.1.1 Facilitate an annual Heritage Festival | Events Coordinator  | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 2.2.2 Develop the Visitor Experience**

| ACTIONS  | RESPONSIBLE OFFICER          | START DATE  | END DATE    |
|--|------------------------------|-------------|-------------|
| 2.2.2.1 Develop Business Plan for Visitor Information Centre               | Visitor Services Coordinator | 01-Jul-2020 | 30-Jun-2021 |
| 2.2.2.2 Collaborate with industry to expand destination marketing campaign | City Growth Coordinator      | 01-Jul-2020 | 30-Jun-2021 |

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

| ACTIONS   | RESPONSIBLE OFFICER | START DATE  | END DATE    |
|---|---------------------|-------------|-------------|
| 2.2.3.1 Develop Marketing Plan for Civic Centre | Events Coordinator  | 01-Jul-2020 | 30-Jun-2021 |
| 2.2.3.2 Develop Business Plan for Civic Centre  | Events Coordinator  | 01-Jul-2020 | 30-Jun-2021 |

**OBJECTIVE 2.3 A supported and skilled workforce provides strength and opportunity**

**STRATEGY 2.3.1 Collaborate with education and training providers to deliver training and education locally**

| ACTIONS   | RESPONSIBLE OFFICER         | START DATE  | END DATE    |
|---|-----------------------------|-------------|-------------|
| 2.3.1.1 Continue funding for school-based apprenticeships and traineeships through government funding                                   | Human Resources Coordinator | 01-Jul-2020 | 30-Jun-2021 |
| 2.3.1.2 Continue to encourage a career path at Council and local employment for Aboriginal and Torres Strait Islander community members | Human Resources Coordinator | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 2.3.2 The Library supports formal and informal learning**

| ACTIONS  | RESPONSIBLE OFFICER | START DATE  | END DATE    |
|--|---------------------|-------------|-------------|
| 2.3.2.1 Provision of technology and resources to support health and well being | Library Coordinator | 01-Jul-2020 | 30-Jun-2021 |

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

| ACTIONS  | RESPONSIBLE OFFICER        | START DATE  | END DATE    |
|--|----------------------------|-------------|-------------|
| 2.3.3.1 Explore opportunities to partner with institutions for Archives and Library services | Library Coordinator        | 01-Jul-2020 | 30-Jun-2021 |
| 2.3.3.2 Explore grant opportunities for Archives   | Library Coordinator        | 01-Jul-2020 | 30-Jun-2021 |
| 2.3.3.3 Explore grant opportunities for Gallery programmes and exhibitions                   | Gallery and Museum Manager | 01-Jul-2020 | 30-Jun-2021 |

| <b>OPERATIONAL PLAN – FUTURE PROOF SCENARIO</b>   |                                      |                         |                        |                        |                   |
|---|--------------------------------------|-------------------------|------------------------|------------------------|-------------------|
| <b>INCOME STATEMENT – OUR ECONOMY</b>   |                                      |                         |                        |                        |                   |
| \$ '000   | 2021                                 | 2021                    | 2021                   | 2021                   | 2021              |
|   | Our<br>Economy<br>Proposed<br>Budget | Economic<br>Development | Strategic<br>Transport | Tourism<br>Development | Film<br>Promotion |
| <b>Income from Continuing Operations</b>  |                                      |                         |                        |                        |                   |
| <b>Revenue:</b>   |                                      |                         |                        |                        |                   |
| Rates & annual charges  | (5)                                  | (5)                     | -                      | -                      | -                 |
| User charges & fees   | 315                                  | 30                      | 124                    | 161                    | -                 |
| Interest & investment revenue   | -                                    | -                       | -                      | -                      | -                 |
| Other revenues  | 23                                   | 16                      | -                      | 7                      | -                 |
| Grants & contributions for operating purposes   | 479                                  | 150                     | 327                    | 2                      | -                 |
| Grants & contributions for capital purposes   | 3,300                                | 3,300                   | -                      | -                      | -                 |
| <b>Other Income:</b>  |                                      |                         |                        |                        |                   |
| Net gains from disposal of assets   | -                                    | -                       | -                      | -                      | -                 |
| Net share of interests in joint ventures  | -                                    | -                       | -                      | -                      | -                 |
| <b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>  | <b>4,112</b>                         | <b>3,491</b>            | <b>451</b>             | <b>170</b>             | <b>-</b>          |
| <b>Expenses from Continuing Operations</b>  |                                      |                         |                        |                        |                   |
| Employee benefits & costs   | 972                                  | 465                     | 260                    | 247                    | -                 |
| Borrowing costs   | -                                    | -                       | -                      | -                      | -                 |
| Materials & contracts   | 865                                  | 490                     | 174                    | 201                    | -                 |
| Depreciation & amortisation   | 285                                  | 108                     | 176                    | 1                      | -                 |
| Impairment  | -                                    | -                       | -                      | -                      | -                 |
| Other expenses  | 202                                  | 70                      | 81                     | 51                     | -                 |
| Net losses from disposal of assets  | -                                    | -                       | -                      | -                      | -                 |
| <b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>  | <b>2,325</b>                         | <b>1,133</b>            | <b>692</b>             | <b>500</b>             | <b>-</b>          |
| <b>OPERATING RESULT FOR THE YEAR</b>  | <b>1,787</b>                         | <b>2,358</b>            | <b>(241)</b>           | <b>(330)</b>           | <b>-</b>          |
| <b>NET OPERATING RESULT FOR THE YEAR BEFORE<br/>GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b> | <b>(1,513)</b>                       | <b>(942)</b>            | <b>(241)</b>           | <b>(330)</b>           | <b>-</b>          |

| Description                  | Total Cost          | Capital Grant       | Capital Contribution | Operating Grant |                     |             | Reserve Transfers | Working Capital     | Net Cost to Council | New, Renewal, Upgrade |
|------------------------------|---------------------|---------------------|----------------------|-----------------|---------------------|-------------|-------------------|---------------------|---------------------|-----------------------|
|                              |                     |                     |                      | (untied roads)  | Loan Funds          |             |                   |                     |                     |                       |
| CBD Redevelopment *          | \$ 5,000,000        | \$ 3,300,000        |                      |                 | \$ 1,700,000        |             |                   | \$ 1,700,000        | Renewal             |                       |
| Airport fire upgrade         | \$ 5,000            |                     |                      |                 | \$ 5,000            |             |                   | \$ 5,000            | Renewal             |                       |
| <b>Total for Our Economy</b> | <b>\$ 5,005,000</b> | <b>\$ 3,300,000</b> | <b>\$ -</b>          | <b>\$ -</b>     | <b>\$ 1,705,000</b> | <b>\$ -</b> | <b>\$ -</b>       | <b>\$ 1,705,000</b> |                     |                       |

\* These figures are based off best available data and estimates. The estimate has been derived from concept master planning, which is nearing completion, however, may be subject to further revision.




## KEY DIRECTION 3 – OUR ENVIRONMENT

3.1. Our environmental footprint is minimised

3.2 Natural flora and fauna environments are enhanced and protected

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



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

## KEY DIRECTION 3 – OUR ENVIRONMENT

We all depend upon our natural environment. It provides the essentials of life; the air we breathe, the water we drink. It is central to our health and wellbeing and inspires us through the personal and economic benefits derived from its existence.

At the same time, we value the natural environment, using it for our social and economic gain, human activity leaves a footprint. Our consumption of resources and raw materials and our subsequent disposal impacts not only our local environment but the greater global environment.

As custodians of this land for future generations, we have an obligation to treat the natural environment with care and minimise the impact we have today. Many of the environmental challenges for our community are similar to those of people across the world as sustainability is given greater focus and importance for our future generations.

This Key Direction relates to the conservation and preservation of the natural environment and greater reduction of the human impact on the surrounding environment to ensure a sustainable and healthy community. It contains a number of strategies to better manage and use the natural resources within the Broken Hill region.

Participants in Broken Hill 2033 Community Strategic Plan consultation activities in 2013, 2014 and 2017 expressed a number of significant aspirations for the future which are incorporated in this planning document.

The tables to follow provide objectives to help us meet the overall goal for 'Our Environment' as outlined in the Community Strategic Plan which contributes to the community's combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals along with measurements to help us ensure we are on the right path.



**KEY DIRECTION 3 – OUR ENVIRONMENT**

**OBJECTIVE 3.1 Our environmental footprint is minimised**

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

| ACTIONS   | RESPONSIBLE OFFICER              | START DATE  | END DATE    |
|---|----------------------------------|-------------|-------------|
| 3.1.1.1 Provide community education to support the ongoing management of the Waste Transfer Station             | Waste and Sustainability Manager | 01-Jul-2020 | 30-Jun-2021 |
| 3.1.1.2 Investigate potential for conversion of shredded tyres to road base                                     | Waste and Sustainability Manager | 01-Jul-2020 | 30-Jun-2021 |
| 3.1.1.3 Investigate potential for increased recycling options at the Waste Management Facility                  | Waste and Sustainability Manager | 01-Jul-2020 | 30-Jun-2021 |
| 3.1.1.4 Investigate potential for purchase of a multi-purpose shredder for the sale of granulated product       | Waste and Sustainability Manager | 01-Jul-2020 | 30-Jun-2021 |
| 3.1.1.5 Develop guidelines and partnerships to encourage local businesses to implement waste reduction measures | Waste and Sustainability Manager | 01-Jul-2020 | 30-Jun-2021 |
| 3.1.1.6 Identify non-operational areas of the Waste Management Facility for rehabilitation activities           | Waste and Sustainability Manager | 01-Jul-2020 | 30-Jun-2021 |
| 3.1.1.7 Investigate potential for a major material recycling facility in Broken Hill                            | Waste and Sustainability Manager | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 3.1.2 Implement outcomes outlined in Sustainability Strategy**

| ACTIONS  | RESPONSIBLE OFFICER              | START DATE  | END DATE    |
|--|----------------------------------|-------------|-------------|
| 3.1.2.1 Develop guideline for including energy efficiency in the planning for all new Council buildings or Council building upgrades   | Strategic Assets Manager         | 01-Jul-2020 | 30-Jun-2021 |
| 3.1.2.2 Investigate the option to implement hybrid cars into Council light fleet as part of fleet replacement  | Strategic Assets Manager         | 01-Jul-2020 | 30-Jun-2021 |
| 3.1.2.3 Develop maintenance program to ensure that water infrastructure is maintained to optimum efficiency and Install adequate infrastructure to improve sustainability of the ovals | Strategic Assets Manager         | 01-Jul-2020 | 30-Jun-2021 |
| 3.1.2.4 Investigate opportunities for Council buildings and facilities to achieve 100% renewable status and to reduce emissions  | Waste and Sustainability Manager | 01-Jul-2020 | 30-Jun-2021 |
| 3.1.2.5 Investigate potential activities that may be supported through the Emissions Reduction Fund  | Waste and Sustainability Manager | 01-Jul-2020 | 30-Jun-2021 |

**OBJECTIVE 3.2 Natural flora and fauna environments are enhanced and protected**

**STRATEGY 3.2.1 Develop the Crown Land Management Plan and review the Living Desert Management Plan as required**

| ACTIONS   | RESPONSIBLE OFFICER        | START DATE  | END DATE    |
|---|----------------------------|-------------|-------------|
| 3.2.1.1 Develop Plan of Management for all Crown Reserves under Council Management                    | Strategic Land Use Planner | 01-Jul-2020 | 30-Jun-2021 |
| 3.2.1.2 Update the Living Desert Management Plan in accordance with Crown Reserves Plan of Management | Strategic Land Use Planner | 01-Jul-2020 | 30-Jun-2021 |

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

| ACTIONS  | RESPONSIBLE OFFICER      | START DATE  | END DATE    |
|--|--------------------------|-------------|-------------|
| 3.2.2.1 Implement the Western Land Services Weeds Management programme | Strategic Assets Manager | 01-Jul-2020 | 30-Jun-2021 |

**OBJECTIVE 3.3 Proactive, innovative and responsible planning supports the community, the environment and beautification of the City**

**STRATEGY 3.3.1 Investigate and cost spin-off strategies from the Cultural Framework for greening the City**

| ACTIONS  | RESPONSIBLE OFFICER       | START DATE  | END DATE    |
|--|---------------------------|-------------|-------------|
| 3.3.1.1 Trial installation of mature trees in priority areas of the City | Asset Planner Open Spaces | 01-Jul-2020 | 30-Jun-2021 |
| 3.3.1.2 Programme to replace dead trees within the City                  | Asset Planner Open Spaces | 01-Jul-2020 | 30-Jun-2021 |

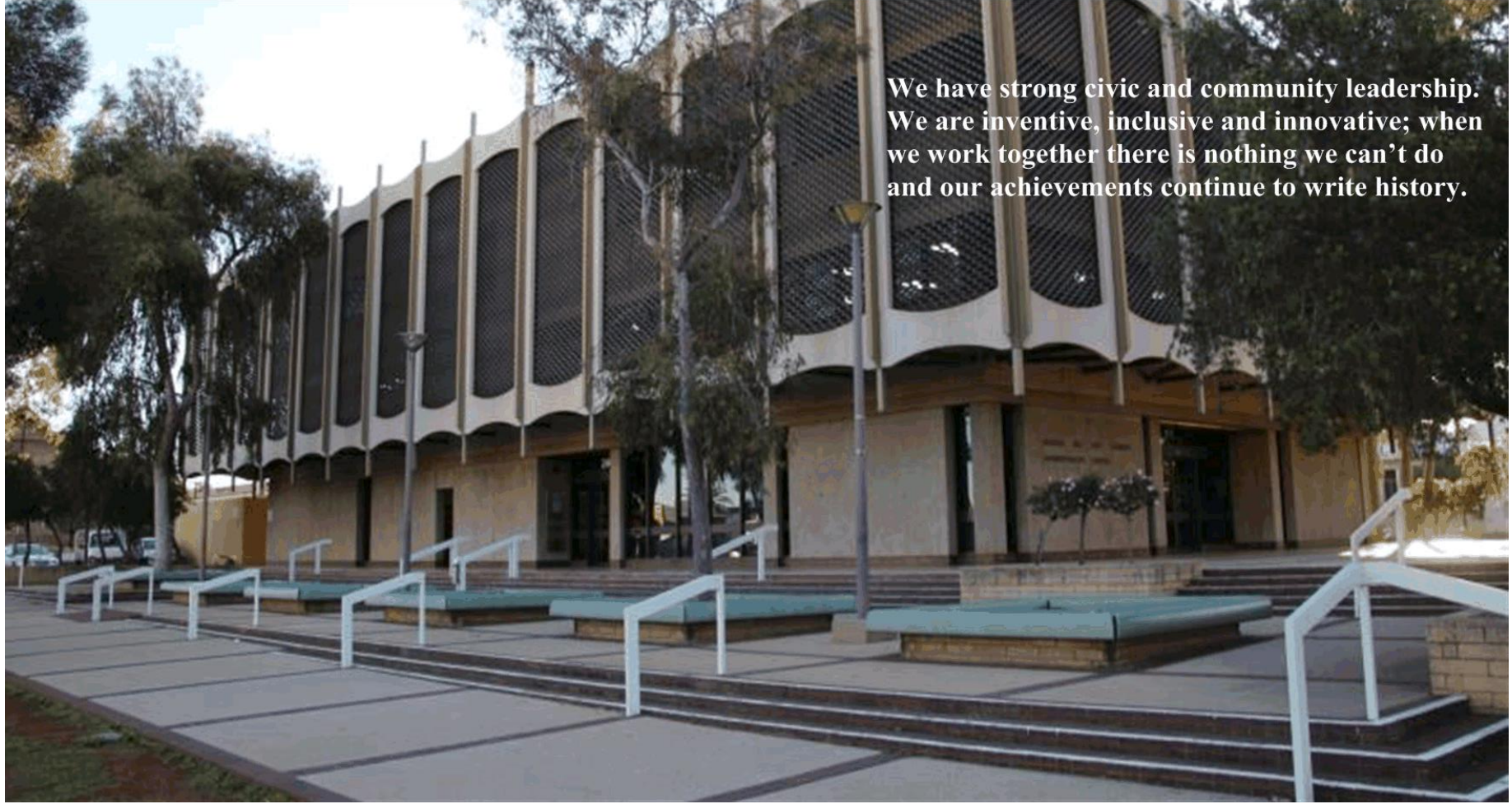
| <b>OPERATIONAL PLAN – FUTURE PROOF SCENARIO</b>   |  |                     |                                |                        |               |              |                          |
|---|--|---------------------|--------------------------------|------------------------|---------------|--------------|--------------------------|
| <b>INCOME STATEMENT – OUR ENVIRONMENT</b>   |  |                     |                                |                        |               |              |                          |
| \$ '000   | 2021                                     | 2021                | 2021                           | 2021                   | 2021          | 2021         | 2021                     |
|   | Our<br>Environment<br>Proposed<br>Budget | Waste<br>Management | Sustainability<br>After Mining | Natural<br>Environment | Public Health | Public Order | Stormwater<br>Management |
| <b>Income from Continuing Operations</b>  |  |                     |                                |                        |               |              |                          |
| <b>Revenue:</b>   |  |                     |                                |                        |               |              |                          |
| Rates & annual charges  | 2,809                                    | 2,697               | -                              | -                      | 12            | 100          | -                        |
| User charges & fees   | 1,203                                    | 1,135               | -                              | 47                     | 6             | 15           | -                        |
| Interest & investment revenue   | 34                                       | 34                  | -                              | -                      | -             | -            | -                        |
| Other revenues  | 6  | -                   | -                              | -                      | 3             | 3            | -                        |
| Grants & contributions for operating purposes   | 37                                       | -                   | -                              | 7                      | -             | 30           | -                        |
| Grants & contributions for capital purposes   | -  | -                   | -                              | -                      | -             | -            | -                        |
| <b>Other Income:</b>  | -  |                     |                                |                        |               |              |                          |
| Net gains from disposal of assets   | -  | -                   | -                              | -                      | -             | -            | -                        |
| Net share of interests in joint ventures  | -  | -                   | -                              | -                      | -             | -            | -                        |
| <b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>  | <b>4,089</b>                             | <b>3,867</b>        | <b>-</b>                       | <b>54</b>              | <b>20</b>     | <b>148</b>   | <b>-</b>                 |
| <b>Expenses from Continuing Operations</b>  |  |                     |                                |                        |               |              |                          |
| Employee benefits & costs   | 1,577                                    | 1,121               | -                              | 151                    | 118           | 187          | -                        |
| Borrowing costs   | -  | -                   | -                              | -                      | -             | -            | -                        |
| Materials & contracts   | 573                                      | 420                 | -                              | 49                     | 32            | 72           | -                        |
| Depreciation & amortisation   | 155                                      | -                   | -                              | -                      | -             | -            | 155                      |
| Impairment  | -  | -                   | -                              | -                      | -             | -            | -                        |
| Other expenses  | 67                                       | 39                  | -                              | 23                     | 2             | 4            | -                        |
| Net losses from disposal of assets  | -  | -                   | -                              | -                      | -             | -            | -                        |
| <b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>  | <b>2,372</b>                             | <b>1,579</b>        | <b>-</b>                       | <b>224</b>             | <b>151</b>    | <b>263</b>   | <b>155</b>               |
| <b>OPERATING RESULT FOR THE YEAR</b>  | <b>1,717</b>                             | <b>2,287</b>        | <b>-</b>                       | <b>(170)</b>           | <b>(131)</b>  | <b>(114)</b> | <b>(155)</b>             |
| <b>NET OPERATING RESULT FOR THE YEAR BEFORE<br/>GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b> | <b>1,717</b>                             | <b>2,287</b>        | <b>-</b>                       | <b>(170)</b>           | <b>(131)</b>  | <b>(114)</b> | <b>(155)</b>             |

| <b>CAPITAL BUDGET- OUR ENVIRONMENT</b> |                   |               |                      |                                |                   |                   |                 |                     |                       |
|--|-------------------|---------------|----------------------|--------------------------------|-------------------|-------------------|-----------------|---------------------|-----------------------|
| Description                            | Total Cost        | Capital Grant | Capital Contribution | Operating Grant (untied roads) | Loan Funds        | Reserve Transfers | Working Capital | Net Cost to Council | New, Renewal, Upgrade |
| Waste facility extension - new fencing | \$ 195,000        |               |                      |                                | \$ 195,000        |                   |                 | \$ 195,000          | New                   |
| <b>Total for Our Environment</b>       | <b>\$ 195,000</b> | <b>\$ -</b>   | <b>\$ -</b>          | <b>\$ -</b>                    | <b>\$ 195,000</b> | <b>\$ -</b>       | <b>\$ -</b>     | <b>\$ 195,000</b>   |                       |

## KEY DIRECTION 4 – OUR LEADERSHIP

- 4.1 Openness and Transparency in Decision Making
- 4.2 Our Leaders make Smart Decisions
- 4.3 We Unite to Succeed in Australia's First Heritage Listed City
- 4.4 Our Community is Engaged and Informed

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





## KEY DIRECTION 4 – OUR LEADERSHIP

Community leadership is essential to ensure the goals and objectives of this long term plan are achieved. The creation and strengthening of social capital within a community is extremely important to local communities, particularly those undergoing change.

Social capital can be defined as “the relationships and networks within a social structure where individuals contribute to the common good” (Flora, 1998).

Over the history of Broken Hill, there have been a number of organisations that have held key leadership positions within the City. Most notable, the mining industry and the unions have held strong influence over the social, economic and environmental wellbeing of our community in years gone by.

As the mining industry has contracted and the economy has become less local and more global, the community has increasingly looked to Council for leadership.

Local Government is the level of government closest to the people, the voice of the community and its strength of leadership directly impacts upon the wellbeing of our people in Broken Hill. Participants in Broken Hill 2033 Community Strategic Plan consultation activities in 2013, 2014 and 2017 all continued to express the need for strong civic leadership using a consultative approach to engaging with the community on decisions impacting the City.

In addition to Broken Hill City Council, there are a number of groups and associations that hold leadership positions within the community. Participants in Broken Hill 2033 believe everyone needs to work together across the various interest groups to achieve an integrated and coordinated approach and better outcomes for the City.

The tables to follow provide objectives to help us meet the overall goal for ‘Our Leadership’ as outlined in the Community Strategic Plan which contributes to the community’s combined vision for the future. Under each objective we show strategies that Council will undertake to allow us to meet our goals along with measurements to help us ensure we are on the right path.



**KEY DIRECTION 4 – OUR LEADERSHIP**

**OBJECTIVE 4.1 Openness and transparency in decision making**

**STRATEGY 4.1.1 Support the organisation to operate within its legal framework**

| ACTIONS   | RESPONSIBLE OFFICER            | START DATE  | END DATE    |
|---|--------------------------------|-------------|-------------|
| 4.1.1.1 Develop and implement Governance Framework, adopting best practice principles for governance arrangements and culture | Corporate Services Coordinator | 01-Jul-2020 | 30-Jun-2021 |
| 4.1.1.2 Work with NSW Electoral Commission to carry out Local Government Election   | Director Corporate             | 01-Jul-2020 | 30-Jun-2021 |
| 4.1.1.3 Develop an election method and Election Plan Manual   | Corporate Services Coordinator | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 4.1.2 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**

| ACTIONS   | RESPONSIBLE OFFICER    | START DATE  | END DATE    |
|---|------------------------|-------------|-------------|
| 4.1.2.1 Initiate stage 2 of the Enterprise Risk Management Plan       | Corporate Risk Officer | 01-Jul-2020 | 30-Jun-2021 |
| 4.1.2.2 Full review and testing of Council's Business Continuity Plan | Corporate Risk Officer | 01-Jul-2020 | 30-Jun-2021 |

**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**

| ACTIONS   | RESPONSIBLE OFFICER    | START DATE  | END DATE    |
|---|------------------------|-------------|-------------|
| 4.1.3.1 Control effectiveness is reported   | Corporate Risk Officer | 01-Jul-2020 | 30-Jun-2021 |
| 4.1.3.2 Review Council's Injury Management Plan to support "recover at work" principles and manage high risk work | Corporate Risk Officer | 01-Jul-2020 | 30-Jun-2021 |
| 4.1.3.3 Implement an accredited Chain of Responsibility Policy Framework and Procedure                            | Corporate Risk Officer | 01-Jul-2020 | 30-Jun-2021 |

**OBJECTIVE 4.2 Our leaders make smart decisions**

**STRATEGY 4.2.1 Provide learning and networking opportunities for elected members**

| ACTIONS   | RESPONSIBLE OFFICER       | START DATE  | END DATE    |
|---|---------------------------|-------------|-------------|
| 4.2.1.1 Councillors have accessed and implemented individual learning plans | Executive Support Officer | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 4.2.2 Continue to look for efficiencies in the organisation and ensure financial sustainability**

| ACTIONS   | RESPONSIBLE OFFICER      | START DATE  | END DATE    |
|---|--------------------------|-------------|-------------|
| 4.2.2.1 Continue to implement service reviews as per the Service Review Framework       | Business Systems Analyst | 01-Jul-2020 | 30-Jun-2021 |
| 4.2.2.2 Reduce the annual operational deficit in line with the Long Term Financial Plan | Chief Financial Officer  | 01-Jul-2020 | 30-Jun-2021 |

**STRATEGY 4.2.3 Ensure Council has robust Information Communications Technology Platform**

| ACTIONS  | RESPONSIBLE OFFICER          | START DATE  | END DATE    |
|--|------------------------------|-------------|-------------|
| 4.2.3.1 Continue to implement the agreed Information and Communication Technology Strategy/Roadmap | Information Services Manager | 01-Jul-2020 | 30-Jun-2021 |

**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**

| ACTIONS   | RESPONSIBLE OFFICER                          | START DATE  | END DATE    |
|---|--|-------------|-------------|
| 4.3.1.1 Develop the National Heritage Values Planning Framework                                     | Manager Planning, Development and Compliance | 01-Jul-2020 | 30-Jun-2021 |
| 4.3.1.2 Review the Broken Hill Heritage Study   | Manager Planning, Development and Compliance | 01-Jul-2020 | 30-Jun-2021 |
| 4.3.1.3 Advocate for tri-partisan government approach to management of the National Heritage assets | City Growth Coordinator                      | 01-Jul-2020 | 30-Jun-2021 |

**OBJECTIVE 4.4 Our community is engaged and informed**

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

| ACTIONS   | RESPONSIBLE OFFICER            | START DATE  | END DATE    |
|---|--------------------------------|-------------|-------------|
| 4.4.1.1 Continue stakeholder and community engagement to review and update the Community Strategic Plan                                     | Manager Communications         | 01-Jul-2020 | 30-Jun-2021 |
| 4.4.1.2 Continue development of Community Strategic Plan to ensure finalisation within 9 months of election to meet compliance requirements | Corporate Services Coordinator | 01-Jul-2020 | 30-Jun-2021 |

| <b>OPERATIONAL PLAN – FUTURE PROOF SCENARIO</b>   |   |                            |                         |                      |                     |                          |                         |
|---|---|----------------------------|-------------------------|----------------------|---------------------|--------------------------|-------------------------|
| <b>INCOME STATEMENT – OUR LEADERSHIP</b>  |   |                            |                         |                      |                     |                          |                         |
| \$ '000   | 2021                                    | 2021                       | 2021                    | 2021                 | 2021                | 2021                     | 2021                    |
|   | Our<br>Leadership<br>Proposed<br>Budget | Leadership &<br>Governance | Financial<br>Management | Corporate<br>Support | Asset<br>Management | Operations<br>Management | Buildings &<br>Property |
| <b>Income from Continuing Operations</b>  |   |                            |                         |                      |                     |                          |                         |
| <b>Revenue:</b>   |   |                            |                         |                      |                     |                          |                         |
| Rates & annual charges  | 15,907                                  | -                          | 15,784                  | -                    | 203                 | (2)                      | (77)                    |
| User charges & fees   | 285                                     | -                          | 101                     | -                    | 39                  | 145                      | -                       |
| Interest & investment revenue   | 337                                     | -                          | 336                     | -                    | 1                   | -                        | -                       |
| Other revenues  | 164                                     | -                          | 113                     | 30                   | 1                   | 21                       | -                       |
| Grants & contributions for operating purposes   | 4,858                                   | -                          | 4,821                   | -                    | 37                  | -                        | -                       |
| Grants & contributions for capital purposes   | 500                                     |                            |                         |                      |                     |                          | 500                     |
| <b>Other Income:</b>  |   |                            |                         |                      |                     |                          |                         |
| Net gains from disposal of assets   | -                                       |                            |                         |                      |                     |                          |                         |
| Net share of interests in joint ventures  | -                                       |                            |                         |                      |                     |                          |                         |
| <b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>  | <b>22,051</b>                           | <b>-</b>                   | <b>21,155</b>           | <b>30</b>            | <b>279</b>          | <b>163</b>               | <b>423</b>              |
| <b>Expenses from Continuing Operations</b>  |   |                            |                         |                      |                     |                          |                         |
| Employee benefits & costs   | 6,827                                   | 929                        | 1,209                   | 1,848                | 1,456               | 413                      | 972                     |
| Borrowing costs   | 179                                     | -                          | 179                     | -                    | -                   | -                        | -                       |
| Materials & contracts   | 2,564                                   | 116                        | 1,197                   | 228                  | 86                  | 470                      | 467                     |
| Depreciation & amortisation   | 3,618                                   | -                          | -                       | 46                   | -                   | 656                      | 2,915                   |
| Impairment  | -                                       | -                          | -                       | -                    | -                   | -                        | -                       |
| Other expenses  | 3,435                                   | 982                        | 577                     | 626                  | 127                 | 131                      | 992                     |
| Net losses from disposal of assets  | -                                       | -                          | -                       | -                    | -                   | -                        | -                       |
| <b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>  | <b>16,622</b>                           | <b>2,027</b>               | <b>3,161</b>            | <b>2,749</b>         | <b>1,670</b>        | <b>1,670</b>             | <b>5,346</b>            |
| <b>OPERATING RESULT FOR THE YEAR</b>  | <b>5,429</b>                            | <b>(2,027)</b>             | <b>17,994</b>           | <b>(2,719)</b>       | <b>(1,391)</b>      | <b>(1,506)</b>           | <b>(4,923)</b>          |
| <b>NET OPERATING RESULT FOR THE YEAR BEFORE<br/>GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b> | <b>4,929</b>                            | <b>(2,027)</b>             | <b>17,994</b>           | <b>(2,719)</b>       | <b>(1,391)</b>      | <b>(1,506)</b>           | <b>(5,423)</b>          |

| <b>CAPITAL BUDGET – OUR LEADERSHIP</b> |                     |                   |                      |                                |                   |                   |                   |                     |                       |
|--|---------------------|-------------------|----------------------|--------------------------------|-------------------|-------------------|-------------------|---------------------|-----------------------|
| Description                            | Total Cost          | Capital Grant     | Capital Contribution | Operating Grant (untied roads) | Loan Funds        | Reserve Transfers | Working Capital   | Net Cost to Council | New, Renewal, Upgrade |
| Solar installation (Council Buildings) | \$ 500,000          | \$ 500,000        |                      |                                |                   |                   |                   | \$ -                | New                   |
| Data Centre UPS Upgrade                | \$ 15,000           |                   |                      |                                |                   |                   | \$ 15,000         | \$ 15,000           | Upgrade               |
| Remote switch site renewal             | \$ 40,000           |                   |                      |                                |                   |                   | \$ 40,000         | \$ 40,000           | Renewal               |
| Tape backup library upgrade            | \$ 10,000           |                   |                      |                                |                   |                   | \$ 10,000         | \$ 10,000           | Upgrade               |
| Server replacement                     | \$ 5,000            |                   |                      |                                |                   |                   | \$ 5,000          | \$ 5,000            | Renewal               |
| Desktop/laptop replacement program     | \$ 35,000           |                   |                      |                                |                   |                   | \$ 35,000         | \$ 35,000           | Renewal               |
| Administration building boiler         | \$ 100,000          |                   |                      |                                | \$ 100,000        |                   |                   | \$ 100,000          | Renewal               |
| Administration building - fire upgrade | \$ 80,000           |                   |                      |                                | \$ 80,000         |                   |                   | \$ 80,000           | Renewal               |
| AV Upgrade for Chamber                 | \$ 75,000           |                   |                      |                                | \$ 75,000         |                   |                   | \$ 75,000           | Upgrade               |
| Administration building - AC Upgrade   | \$ 480,000          |                   |                      |                                |                   |                   | \$ 480,000        | \$ 480,000          | Upgrade               |
| <b>Total for Our Leadership</b>        | <b>\$ 1,340,000</b> | <b>\$ 500,000</b> | <b>\$ -</b>          | <b>\$ -</b>                    | <b>\$ 255,000</b> | <b>\$ -</b>       | <b>\$ 585,000</b> | <b>\$ 840,000</b>   |                       |

# REVENUE

## REVENUE POLICY

### INTRODUCTION

Council's 2020/2021 Revenue Policy has been prepared in accordance with the provisions of the *Local Government Act 1993* and the *Local Government (General) Regulation 2005*.

The revenue policy includes the following required elements:

- Detailed estimate of Council's income and expenditure.
- Details of each ordinary rate and special rate proposed to be levied.
- Details of each charge proposed to be levied.
- Statement regarding the types of fees proposed to be charged.
- Council's proposed pricing methodology for fees.
- Statement of any proposed borrowings.

In addition to preparing this revenue policy, Council has also recently undertaken a review of its 10-year Long Term Financial Plan (LTFP). The 2020/2021 Revenue Policy is represented in this financial plan, which will be used by Council to guide its future decision-making.

The aim of the LTFP is to guide Council towards achieving a balanced budget on a funding basis, whilst acknowledging that service delivery meets community expectations and urgent asset renewal are the main priorities.

The LTFP also seeks to reduce the current working fund deficits by reducing operating costs in real terms over time, or by expanding the revenue base of Council.

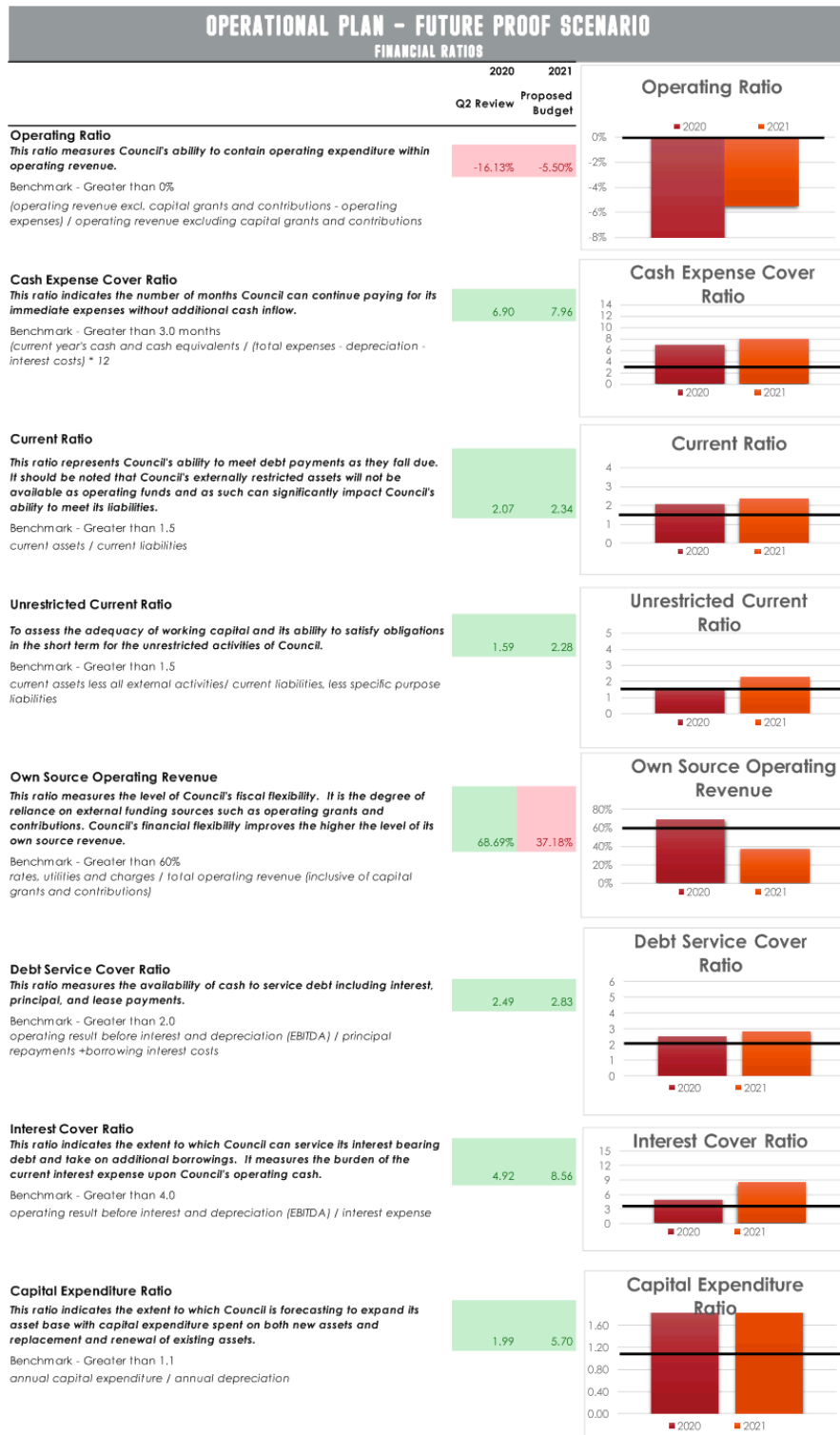
**2020/2021 FINANCIAL ESTIMATES**

| <b>OPERATIONAL PLAN – FUTURE PROOF SCENARIO</b>   |                |                 |
|---|----------------|-----------------|
| <b>INCOME STATEMENT</b>   |                |                 |
| \$ '000   | 2020           | 2021            |
|   | Q2 Review      | Proposed Budget |
| <b>Income from Continuing Operations</b>  |                |                 |
| <b>Revenue:</b>   |                |                 |
| Rates & annual charges  | 18,001         | 18,400          |
| User charges & fees   | 4,046          | 2,674           |
| Interest & investment revenue   | 1,167          | 371             |
| Other revenues  | 401            | 305             |
| Grants & contributions for operating purposes   | 6,555          | 6,740           |
| Grants & contributions for capital purposes   | 4,210          | 30,011          |
| <b>Other Income:</b>  |                |                 |
| Net gains from disposal of assets   | -              | -               |
| Net share of interests in joint ventures  | -              | -               |
| <b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>  | <b>34,378</b>  | <b>58,501</b>   |
| <b>Expenses from Continuing Operations</b>  |                |                 |
| Employee benefits & costs   | 14,300         | 12,396          |
| Borrowing costs   | 582            | 727             |
| Materials & contracts   | 8,609          | 5,602           |
| Depreciation & amortisation   | 7,148          | 7,064           |
| Impairment  | -              | -               |
| Other expenses  | 4,393          | 4,267           |
| Net losses from disposal of assets  | -              | -               |
| <b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>  | <b>35,033</b>  | <b>30,056</b>   |
| <b>OPERATING RESULT FOR THE YEAR</b>  | <b>(654)</b>   | <b>28,446</b>   |
| <b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>                               | <b>(4,864)</b> | <b>(1,565)</b>  |
| <b>NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b> | <b>(4,864)</b> | <b>(1,565)</b>  |



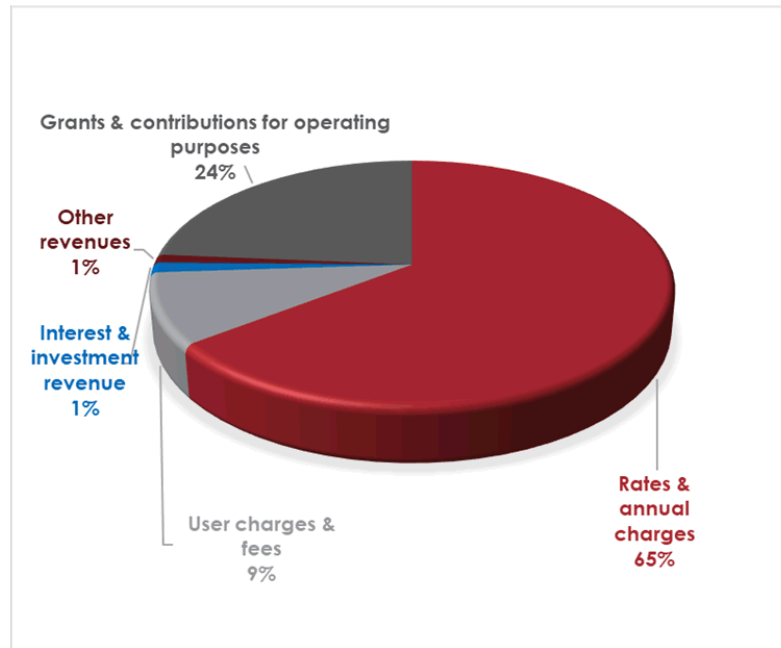
| <b>OPERATIONAL PLAN – FUTURE PROOF SCENARIO</b>   |                  |                        |
|---|------------------|------------------------|
| <b>STATEMENT OF FINANCIAL POSITION</b>            |                  |                        |
| <b>\$ '000</b>                                    | <b>2020</b>      | <b>2021</b>            |
|   | <b>Q2 Review</b> | <b>Proposed Budget</b> |
| <b>Assets</b>                                     |                  |                        |
| <b>Current Assets:</b>                            |                  |                        |
| Cash & cash equivalents                           | 6,694            | 5,772                  |
| Investments                                       | 9,000            | 14,000                 |
| Receivables                                       | 4,976            | 5,973                  |
| Inventories                                       | 125              | 128                    |
| Other   | 565              | 579                    |
| Non-current assets classified as 'held for sale'  | -                | -                      |
| <b>TOTAL CURRENT ASSETS</b>                       | <b>21,360</b>    | <b>26,453</b>          |
| <b>Non-Current Assets:</b>                        |                  |                        |
| Investments                                       | -                | -                      |
| Receivables                                       | 47               | 47                     |
| Inventories                                       | -                | -                      |
| Infrastructure, property, plant & equipment       | 225,513          | 258,745                |
| Investments accounted for using the equity method | 1,461            | 1,461                  |
| Investment property                               | -                | -                      |
| Intangible assets                                 | -                | -                      |
| <b>TOTAL NON-CURRENT ASSETS</b>                   | <b>227,021</b>   | <b>260,253</b>         |
| <b>TOTAL ASSETS</b>                               | <b>248,381</b>   | <b>286,706</b>         |
| <b>Liabilities</b>                                |                  |                        |
| <b>Current Liabilities:</b>                       |                  |                        |
| Payables  | 5,393            | 5,931                  |
| Income Received in Advance                        | 129              | 129                    |
| Borrowings  | 552              | 1,428                  |
| Provisions  | 4,247            | 3,813                  |
| <b>TOTAL CURRENT LIABILITIES</b>                  | <b>10,320</b>    | <b>11,300</b>          |
| <b>Non-Current Liabilities:</b>                   |                  |                        |
| Payables  | -                | -                      |
| Borrowings  | 11,970           | 19,623                 |
| Provisions  | 10,898           | 11,984                 |
| <b>TOTAL NON-CURRENT LIABILITIES</b>              | <b>22,868</b>    | <b>31,607</b>          |
| <b>TOTAL LIABILITIES</b>                          | <b>33,188</b>    | <b>42,907</b>          |
| <b>NET ASSETS</b>                                 | <b>215,193</b>   | <b>243,799</b>         |
| <b>Equity</b>                                     |                  |                        |
| Retained earnings                                 | 106,376          | 134,982                |
| Revaluation reserves                              | 108,817          | 108,817                |
| <b>Council equity interest</b>                    | <b>215,193</b>   | <b>243,799</b>         |
| <b>Non-controlling interest</b>                   | <b>-</b>         | <b>-</b>               |
| <b>TOTAL EQUITY</b>                               | <b>215,193</b>   | <b>243,799</b>         |

| <b>OPERATIONAL PLAN – FUTURE PROOF SCENARIO</b>                     |                  |                        |
|---|------------------|------------------------|
| <b>STATEMENT OF CASH FLOWS</b>                                      |                  |                        |
| <b>\$ '000</b>  | <b>2020</b>      | <b>2021</b>            |
|   | <b>Q2 Review</b> | <b>Proposed Budget</b> |
| <b>Cash Flows from Operating Activities</b>                         |                  |                        |
| <b>Receipts:</b>  |                  |                        |
| Rates & annual charges  | 17,461           | 17,848                 |
| User charges & fees   | 3,924            | 2,594                  |
| Investment & interest revenue received                              | 897              | 353                    |
| Grants & contributions  | 10,765           | 36,751                 |
| Bonds, deposits & retention amounts received                        | -                | -                      |
| Other   | 389              | 295                    |
| <b>Payments:</b>  |                  |                        |
| Employee benefits & costs   | (13,871)         | (12,024)               |
| Materials & contracts   | (8,351)          | (5,434)                |
| Borrowing costs   | (582)            | (727)                  |
| Bonds, deposits & retention amounts refunded                        | -                | -                      |
| Other   | (4,261)          | (4,139)                |
| <b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>          | <b>6,371</b>     | <b>35,517</b>          |
| <b>Cash Flows from Investing Activities</b>                         |                  |                        |
| <b>Receipts:</b>  |                  |                        |
| Sale of investment securities                                       | -                | -                      |
| Sale of infrastructure, property, plant & equipment                 | -                | -                      |
| Deferred debtors receipts   | -                | -                      |
| Other investing activity receipts                                   | -                | -                      |
| <b>Payments:</b>  |                  |                        |
| Purchase of investment securities                                   | -                | (5,000)                |
| Purchase of infrastructure, property, plant & equipment             | (14,251)         | (40,296)               |
| Deferred debtors & advances made                                    | -                | -                      |
| <b>NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES</b>          | <b>(14,251)</b>  | <b>(45,296)</b>        |
| <b>Cash Flows from Financing Activities</b>                         |                  |                        |
| <b>Receipts:</b>  |                  |                        |
| Proceeds from borrowings & advances                                 | -                | 10,000                 |
| <b>Payments:</b>  |                  |                        |
| Repayment of borrowings & advances                                  | (570)            | (1,471)                |
| <b>NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES</b>          | <b>(570)</b>     | <b>8,529</b>           |
| <b>NET INCREASE/(DECREASE) IN CASH &amp; CASH EQUIVALENTS</b>       | <b>(8,450)</b>   | <b>(1,250)</b>         |
| <b>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</b>        | <b>15,473</b>    | <b>7,023</b>           |
| <b>CASH &amp; CASH EQUIVALENTS - end of year</b>                    | <b>7,023</b>     | <b>5,772</b>           |
| <b>Additional Information</b>                                       |                  |                        |
| <b>plus: Investments on hand - end of year</b>                      | <b>9,000</b>     | <b>14,000</b>          |
| <b>TOTAL CASH, CASH EQUIVALENTS &amp; INVESTMENTS - end of year</b> | <b>16,023</b>    | <b>19,772</b>          |



## **SOURCES OF REVENUE**

Council's revenue is mainly sourced from Rates and Annual Charges (65%), with Operating Grants (24%) and User Charges and Fees (9%) being other key revenue items.



## **RATE REVENUE**

Rates are budgeted to increase by the full 2.6% rate peg amount in the 2020/2021 year. The rate peg, set by the Independent Pricing and Regulatory Tribunal, is the maximum amount by which Council's total rate revenue can increase over the previous year without making application for a special rate variation.

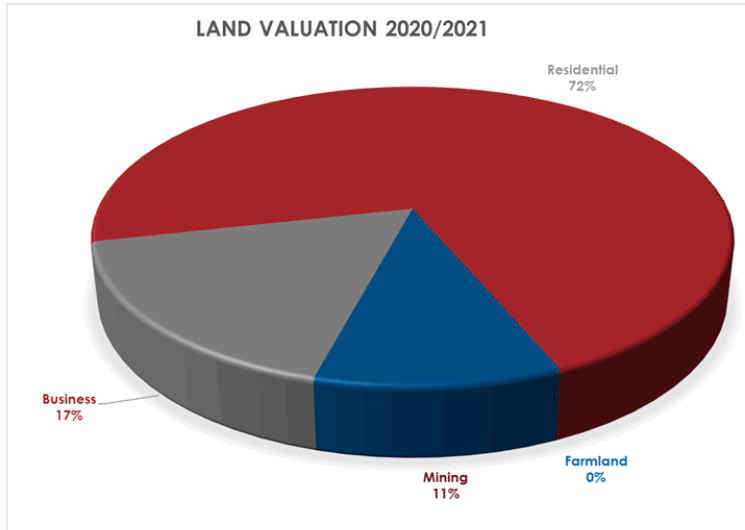
Council is proposing to increase rates by the full amount of the rate peg, which will increase total rate revenue by approximately \$400,000.

In 2015/2016, Council adopted the ongoing rating strategy of progressive apportionment of mine rates to residential rates by 1% for eight years to reduce the heavy reliance on mining rates and subsequently levy rates in proportion to the land value of a rating category. This strategy was to ensure that if there is a reduction in mining operations and/or the land valuation of mining properties, the impact will be less significant on Council's revenue stream and on its ratepayers.

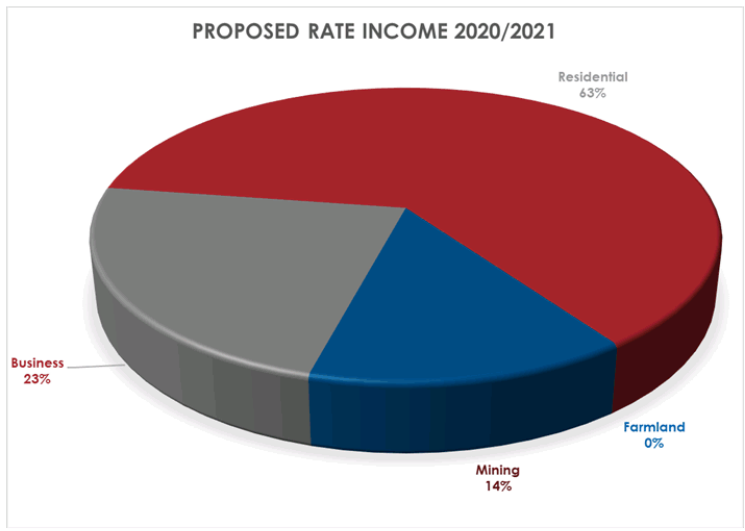
Given the recent positive outlook of both mining companies and total end of mine life now expected to be in 2030, the progressive apportionment of mine rates was frozen for two years commencing in the 2019/2020 budget, before being further reviewed. This will allow for the continuation of the transfer to recommence in financial year 2021/2022 if necessary, with the overall outcome of mine rates being at 10% when the first mine closures are anticipated.

With the current percentage of rates paid from mining companies being 14% or \$2.3m for this financial year, because of the strategy adopted in 2015/2016, Council has reduced its financial risk from mine closure and the impact to residential ratepayers and is now in a position that it is able to freeze further transfers for the next two financial years.

This will result in a respite to our residential ratepayers of \$160,000 for this financial year which on average equates to \$17 per residential property.



| Rating Category            | Land Value 2020/21   | Total Property Count (2020/21) | 2020/21 Financial Year |                    |            |                     |                     |
|----------------------------|----------------------|--------------------------------|------------------------|--------------------|------------|---------------------|---------------------|
|                            |                      |                                | Base Rate              | Base Rate Income   | Ad-Valorem | Ad-Valorem Income   | Total Income        |
| Business                   | \$39,464,350         | 631                            | \$892                  | \$562,852          | 0.08085445 | \$3,190,868         | \$3,753,720         |
| Residential                | \$162,752,800        | 9422                           | \$530                  | \$4,993,660        | 0.03198898 | \$5,206,297         | \$10,199,957        |
| Residential 1(a)           | \$414,350            | 11                             | \$362                  | \$3,982            | 0.01002414 | \$4,154             | \$8,136             |
| Residential Rural          | \$1,234,800          | 11                             | \$507                  | \$5,577            | 0.00470740 | \$5,813             | \$11,390            |
| Farmland                   | \$0                  | 0                              | \$0                    | \$0                | 0.00000000 | \$0                 | \$0                 |
| Mining                     | \$24,000,000         | 2                              | \$0                    | \$0                | 0.09491418 | \$2,277,940         | \$2,277,940         |
| Mixed Development Business | \$102,659            | 6                              | \$892                  | \$5,352            | 0.08085445 | \$8,300             | \$13,652            |
| Mixed Development Residual | \$94,741             | 6                              | \$530                  | \$3,180            | 0.03198898 | \$3,031             | \$6,211             |
| <b>Totals</b>              | <b>\$228,063,700</b> | <b>10,089</b>                  |                        | <b>\$5,574,603</b> |            | <b>\$10,696,403</b> | <b>\$16,271,002</b> |



## **CHARGES – WASTE MANAGEMENT**

Council proposes to levy domestic waste management charges for the provision of waste management services. These charges are levied in accordance with sections 496, 501 and 502 of *Local Government Act 1993*.

Under the provisions of the *Local Government Act 1993*, Council is only able to charge an amount for domestic waste management services that does not exceed the reasonable cost of providing that service.

The domestic waste management charge comprises two components:

- Domestic waste usage charge
- Domestic waste administration fee

In 2020/2021, the proposed charge is \$282 per service and the administration fee is \$49 per each serviceable property. The domestic waste user charge is expected to generate \$2.63M and the administration fee \$0.46M, for a combined total of \$3.09M.

| <b>Charge</b>                     | <b>2019/2020</b> | <b>2020/2021</b> | <b>Increase %</b> | <b>Total Income</b> |
|-----------------------------------|------------------|------------------|-------------------|---------------------|
| Domestic waste usage charge       | \$273            | \$282            | 3.3%              | \$2.63M             |
| Domestic waste administration fee | \$47             | \$49             | 3.2%              | \$0.46M             |

Council also levies charges under sections 501 and 502 of the *Local Government Act 1993* for the provision of waste management services to commercial customers. In 2020/2021, garbage removal charges for one Commercial Waste Service (three mobile garbage bins) is \$419 or one x 600 litre bin will be set at \$385 per property per annum, which is expected to generate \$175,000. An additional MGB service will be charged at \$149 per annum and an additional 600 litre bin at \$385.

Details of the full range of waste management charges levied under the *Local Government Act 1993* that are applicable to both domestic and non-domestic customers are contained in the fees and charges schedule.

## **OTHER SERVICES**

Fees and charges set by Council for the provision of a range of other goods and services are set out in the Schedule Fees and Charges 2020/2021.



## DEBT

### DEBT MANAGEMENT

The amount of debt outstanding at 30 June 2021 is expected to be \$21.05M.

Council has borrowed funds for the following key projects:

- Road Projects \$1.5M
- Regional Aquatic Centre \$2.5M
- Broken Hill Airport \$0.5M
- Information Technology \$1.0M
- Art Gallery Storage \$0.6M
- Infrastructure Renewal \$10.0M
- Economic Stimulus Community Infrastructure (proposed) \$10.0M

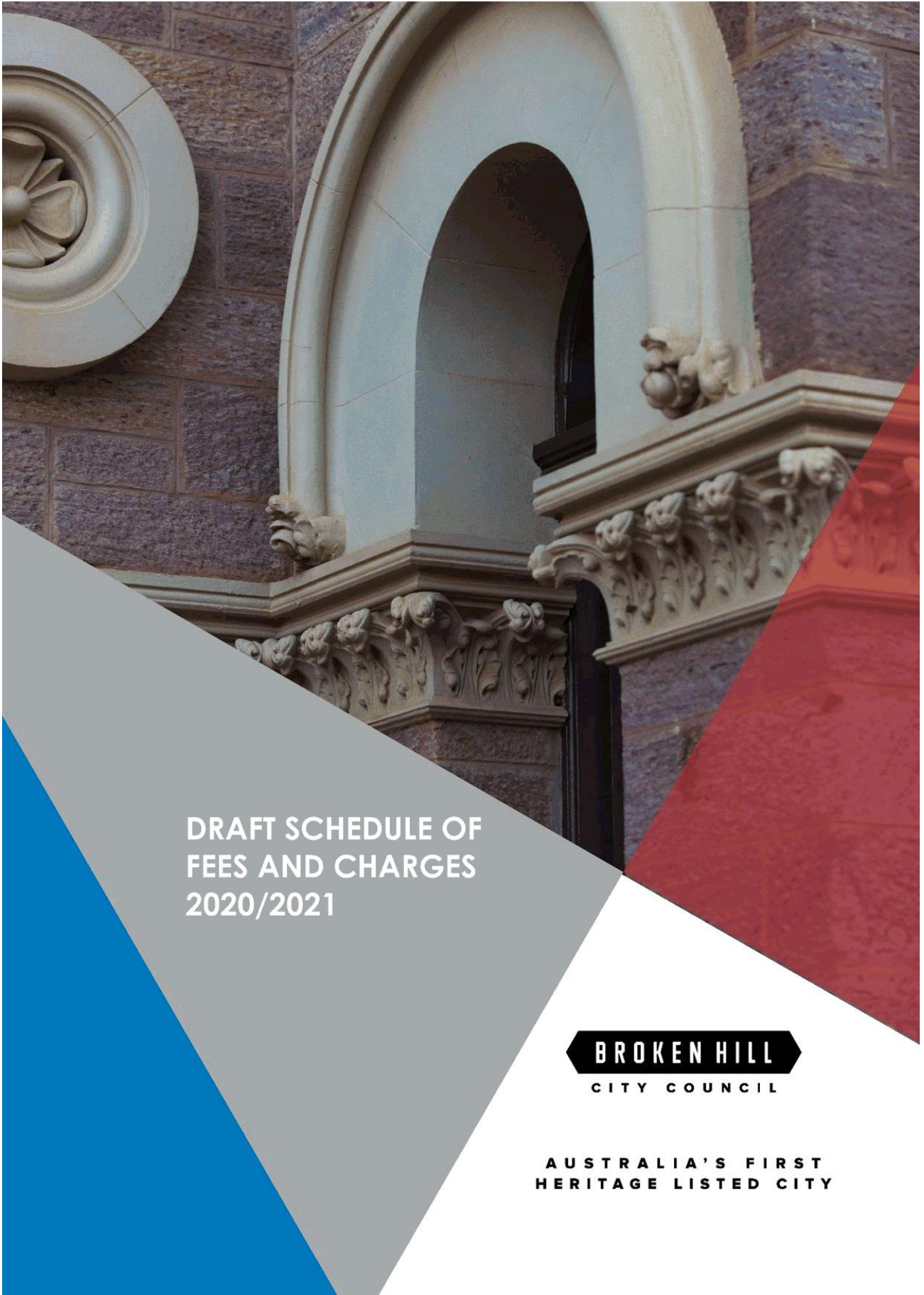
These loans have loan terms spanning 2-20 years with variable or fixed interest rates of between 1.85% - 8.43% per annum.

# **ANNEXURE 1**

## **SCHEDULE OF FEES AND CHARGES 2020/2021**

**BROKEN HILL**  
CITY COUNCIL

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



**DRAFT SCHEDULE OF  
FEES AND CHARGES  
2020/2021**

**BROKEN HILL**  
CITY COUNCIL

**AUSTRALIA'S FIRST  
HERITAGE LISTED CITY**



| QUALITY CONTROL                  |  |            |
|----------------------------------|--|------------|
| EDRMS REFERENCES                 | 19/174 - D20/20190   |            |
| KEY DIRECTION                    | 4. Our Leadership  |            |
| OBJECTIVE                        | 4.1 Openness and Transparency in Decision Making   |            |
| FUNCTION                         | Leadership & Governance  |            |
| STRATEGY                         | 4.1.1 Support the organisation to operate its legal framework  |            |
| RESPONSIBLE OFFICER              | General Manager  |            |
| REVIEW DATE                      | July 2021  |            |
| COMPANY                          | Broken Hill City Council   |            |
| PHONE NUMBER                     | 08 8080 3300   |            |
| EMAIL ADDRESS FOR ENQUIRIES ONLY | <a href="mailto:council@brokenhill.nsw.gov.au">council@brokenhill.nsw.gov.au</a>   |            |
| DATE                             | ACTION   | MINUTE NO. |
| 27 May 2020                      | Public Exhibition  |            |
|                                  |  |            |
| NOTES                            | Images sourced from Council's Image Library<br>© Copyright Broken Hill City Council 2018   |            |
| ASSOCIATED DOCUMENTS             | Broken Hill 2033 Community Strategic Plan<br>Long Term Financial Plan 2021-2030<br>Delivery Program 2020-2022 incorporating Operational Plan 2020/2021<br>Disability Inclusion Action Plan 2017-2021 |            |



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**GST Disclaimer**

A goods and services tax (GST) applies to a number of goods and/or services supplied by Council. Those goods and/or services that are subject to GST have been identified in the attached Schedule of Fees and Charges.

Some goods and/or services supplied by Council have been declared GST free or are excluded under Division 81 of the *Goods and Services Tax Act 1999*. Those goods and/or services which are GST free or excluded from GST are identified in the Schedule of Fees and Charges.

Accordingly if a fee that is shown as being subject to GST is subsequently proven not to be subject to GST, then that fee will be amended by reducing the GST to nil. Conversely if Council is advised that a fee which is shown as being not subject to GST becomes subject to GST then the fee will be increased but only to the extent of the GST.

| <b>Pricing Policy</b>   |                               |
|---|-------------------------------|
| The following pricing principles have been used by Council as a guide in setting charges. These pricing principles adhere to Council's Access and Equity Policy and are reflected in the accompanying Schedule of Fees and Charges for 2019/2020. |                               |
| <b>Pricing Principles and Basis Used by Council</b>   |                               |
| <b>Pricing Principle</b>  | <b>Pricing Basis</b>          |
| 1. Community Service – Service provides a broad community benefit and therefore full cost recovery should not apply. Partial cost recovery could apply in some circumstances  | Zero to partial cost recovery |
| 2. Cost Recovery – Service benefits particular users making a contribution to their individual income, welfare or profits generally without any broader benefits to the community   | Full cost recovery            |
| 3. Market Price – Services that Council operates in a commercial market   | Market Price                  |
| 4. Statutory – Charges set by Federal and State Government  | Statutory                     |
| 5. Third Party – Services provided by another service provider apart from Council   | Third Party                   |

| <b>Application of Pricing Principles to Goods and Services</b>   |                    |  |
|--|--------------------|--|
| <b>Service</b>   | <b>Principle</b>   | <b>Basis of Cost</b>   |
| Access to Information - <i>Government Information (Public Access) Act 2009 (GIPA)</i>  | Statutory          | Statutory  |
| Admission Fees:<br><br>Broken Hill Regional Art Gallery; Broken Hill Regional Aquatic Centre; Albert Kersten Mining & Minerals Museum; Living Desert; The John Simons Flora and Fauna Sanctuary and Sculpture Site | Community Services | Partial Cost Recovery (except in Broken Hill Regional Aquatic Centre which is set by YMCA) |
| Airport Landing and Passenger Charges  | Cost Recovery      | 100% (except RFDS and Aero Club, Emergency Services)                                       |
| Animal Control   | Statutory          | Statutory (Except fees for Broken Hill Veterinary Clinic)                                  |
| Carnivals – Swimming Pools   | Third Party        | Set by YMCA  |
| Cemetery Fees  | Cost Recovery      | 100%   |
| Certificates For Construction/Development Work   | Market Price       | 100%   |
| Chemical Toilet Charges  | Cost Recovery      | 100%   |
| Civic Centre   | Cost Recovery      | 100%   |
| Construction Consents, etc.  | Market Price       | 100%   |
| Contaminated Waste Charges   | Cost Recovery      | 100%   |
| Development Applications   | Statutory          | Statutory  |
| Driveways  | Cost Recovery      | 100%   |
| Inspections of Premises  | Cost Recovery      | 100%   |

|                                       |               |   |
|---------------------------------------|---------------|---|
| Library                               | Cost Recovery | 100 % Cost Recovery (except in regard to Sale of Old Books, Internet service and providing Writer's residence on subsidised cost) |
| Nature Strips and Path Works          | Market Price  | 100%  |
| Permits                               | Statutory     | Statutory   |
| Photocopying                          | Cost Recovery | 100%  |
| Pounds and Impounding                 | Cost Recovery | 100%  |
| Rates Enquiries                       | Cost Recovery | 100%  |
| Rents/Hire Fees                       | Market Price  | 100%  |
| Signs – new, maintenance, replacement | Cost Recovery | 100 % (except in cases involving benefit to general public)   |
| Subdivision Applications              | Market Price  | 100%  |
| Trade Waste                           | Cost Recovery | 100%  |
| Waste Removal                         | Cost Recovery | 100%  |
| Willyama Common                       | Cost Recovery | 100%  |
| Zoning Certificates (\$10.7)          | Statutory     | Statutory   |

| KEY DIRECTION 1 - OUR COMMUNITY        |  |                    |                |                       |                |         |                        |
|--|--|--------------------|----------------|-----------------------|----------------|---------|------------------------|
| LIBRARY SERVICES                       |  |                    |                |                       |                |         |                        |
| Item No                                | Particulars  | Pricing Policy ID  | Basis          | 2019/20 Fees (ex GST) | GST Applicable | GST     | 2019/20 Fees (inc GST) |
| <b>1 Charles Rasp Memorial Library</b> |  |                    |                |                       |                |         |                        |
| 1 - 1                                  | Public computers   | Community services | Each           | No Charge             | No             | \$ -    | No Charge              |
| 1 - 2                                  | Internet usage   | Community services | Each           | No Charge             | No             | \$ -    | No Charge              |
| 1 - 3                                  | Local history search - first 15 minutes free - fee from thereafter   | Cost recovery      | Per 30 minutes | \$ 22.73              | Yes            | \$ 2.27 | \$ 25.00               |
| 1 - 4                                  | Photographic reproductions - black and white (various sizes)   | Cost recovery      | Each           | POA                   | Yes            | 10%     | POA                    |
| 1 - 5                                  | Visitor membership - refundable deposit  | Cost recovery      | Each           | \$ 18.18              | Yes            | \$ 1.82 | \$ 20.00               |
| 1 - 6                                  | Visitor membership - administration fee  | Cost recovery      | Each           | \$ 4.55               | Yes            | \$ 0.45 | \$ 5.00                |
| 1 - 7                                  | Replacement of lost books  | Cost recovery      | Each           | Actual Cost           | Yes            | 10%     | Actual Cost            |
| 1 - 8                                  | Replacement DVD/CD case  | Cost recovery      | Each           | \$ 4.55               | Yes            | \$ 0.45 | \$ 5.00                |
| 1 - 9                                  | Replacement talking book case  | Cost recovery      | Each           | \$ 9.09               | Yes            | \$ 0.91 | \$ 10.00               |
| 1 - 10                                 | Replacement library card   | Cost recovery      | Each           | \$ 2.73               | Yes            | \$ 0.27 | \$ 3.00                |
| 1 - 11                                 | Historical booklets  | Cost recovery      | Each           | Upon Application      | Yes            | 10%     | Upon Application       |
| 1 - 12                                 | Sale of books  | Cost recovery      | Each           | \$0.20 - \$20.00      | Yes            | 10%     | \$0.20 - \$20.00       |
| 1 - 13                                 | Computer printout - cemetery record  | Cost recovery      | Per page       | \$ 0.18               | Yes            | \$ 0.02 | \$ 0.20                |
| 1 - 14                                 | Printing/Photocopying (A4 - black and white) - self service  | Cost recovery      | Per page       | \$ 0.18               | Yes            | \$ 0.02 | \$ 0.20                |
| 1 - 15                                 | Printing/Photocopying (A4 - colour) - self service   | Cost recovery      | Per page       | \$ 1.36               | Yes            | \$ 0.14 | \$ 1.50                |
| 1 - 16                                 | Printing/Photocopying (A3 - black and white) - self service  | Cost recovery      | Per page       | \$ 0.36               | Yes            | \$ 0.04 | \$ 0.40                |
| 1 - 17                                 | Printing/Photocopying (A3 - colour) - self service   | Cost recovery      | Per page       | \$ 2.73               | Yes            | \$ 0.27 | \$ 3.00                |
| 1 - 18                                 | Scanning - self service  | Cost recovery      | Per page       | No Charge             | No             |         | No Charge              |
| 1 - 19                                 | Microfiche/film reader - printout  | Cost recovery      | Per page       | \$ 0.18               | Yes            | \$ 0.02 | \$ 0.20                |
| 1 - 20                                 | Microfiche/film reader - printout (Not self/serve) - A4/A3   | Cost recovery      | Per page       | \$ 0.91               | Yes            | \$ 0.09 | \$ 1.00                |
| 1 - 21                                 | Facsimile - receiving or sending - first page  | Cost recovery      | Per page       | \$ 1.82               | Yes            | \$ 0.18 | \$ 2.00                |
| 1 - 22                                 | Facsimile - receiving or sending - after first page  | Cost recovery      | Per page       | \$ 0.18               | Yes            | \$ 0.02 | \$ 0.20                |
| 1 - 23                                 | Inter Library Loans (ILL) - fees charged by other Library plus actual postage - except for special needs services of State Library which are free eg foreign languages boxes, textile books. | Cost recovery      | Per item       | POA                   | Yes            | 10%     | POA                    |
| 1 - 24                                 | Meeting room hire  | Community services | Per day        | \$ 50.00              | Yes            | \$ 5.00 | \$ 55.00               |
| 1 - 25                                 | Events and workshops   | Community services | Per event      | POA                   | Yes            | 10%     | POA                    |
| 1 - 26                                 | 3-D printing - 1 hour (60 minutes) - includes setup costs and first hour of printing   | Cost recovery      | Per 60 Minutes | \$ 9.09               | Yes            | \$ 0.91 | \$ 10.00               |
| 1 - 27                                 | 3-D printing - each additional hour  | Cost recovery      | Per 60 Minutes | \$ 3.64               | Yes            | \$ 0.36 | \$ 4.00                |

| 2020/21 CHANGES        |           |          |
|------------------------|-----------|----------|
| 2020/21 Fees (inc GST) | \$ Change | % Change |
| No Charge              |           |          |
| No Charge              |           |          |
| \$ 25.00               | \$ -      | 0%       |
| POA                    |           |          |
| \$ 20.00               | \$ -      | 0%       |
| \$ 5.00                | \$ -      | 0%       |
| Actual Cost            |           |          |
| \$ 5.00                | \$ -      | 0%       |
| \$ 10.00               | \$ -      | 0%       |
| \$ 3.00                | \$ -      | 0%       |
| Upon Application       |           |          |
| \$0.20 - \$20.00       |           |          |
| \$ 0.20                | \$ -      | 0%       |
| \$ 0.20                | \$ -      | 0%       |
| \$ 1.50                | \$ -      | 0%       |
| \$ 0.40                | \$ -      | 0%       |
| \$ 3.00                | \$ -      | 0%       |
| No Charge              |           |          |
| \$ 0.20                | \$ -      | 0%       |
| \$ 1.00                | \$ -      | 0%       |
| \$ 2.00                | \$ -      | 0%       |
| \$ 0.20                | \$ -      | 0%       |
| POA                    |           |          |
| \$ 55.00               | \$ -      | 0%       |
| POA                    |           |          |
| \$ 10.00               | \$ -      | 0%       |
| \$ 4.00                | \$ -      | 0%       |



| KEY DIRECTION 1 – OUR COMMUNITY |  |                   |                |                       |                |          |                                      |
|---------------------------------|--|-------------------|----------------|-----------------------|----------------|----------|--------------------------------------|
| ROADS                           |  |                   |                |                       |                |          |                                      |
| Item No                         | Particulars  | Pricing Policy ID | Basis          | 2019/20 Fees (ex GST) | GST Applicable | GST      | 2019/20 Fees (inc GST)               |
| 2 - 33                          | Road carriageway and shoulders - bitumen seal and road base pavement                       | Cost recovery     | Sq m           | By quotation          | Yes            | 10%      | By quotation                         |
| 2 - 34                          | Road carriageway and shoulders - road base pavement with no seal                           | Cost recovery     | Sq m           | By quotation          | Yes            | 10%      | By quotation                         |
| 2 - 35                          | Road surfacing (reinstatements only) jet patching (min 1m <sup>2</sup> )                   | Cost recovery     | m <sup>2</sup> | By quotation          | Yes            | 10%      | By quotation                         |
| 2 - 36                          | Road surfacing (reinstatements only) emulsion spraying - hand lance (min10m <sup>2</sup> ) | Cost recovery     | m <sup>2</sup> | By quotation          | Yes            | 10%      | By quotation                         |
| 2 - 37                          | Road surfacing (reinstatements only) sprayed bitumen sealing (min 1000m <sup>2</sup> )     | Cost recovery     | m <sup>2</sup> | By quotation          | Yes            | 10%      | By quotation                         |
| 2 - 38                          | Unsealed road grading and maintenance  | Cost recovery     | m <sup>2</sup> | By quotation          | Yes            | 10%      | By quotation                         |
| 2 - 39                          | Road - Line marking  | Cost recovery     | m <sup>2</sup> | By quotation          | Yes            | 10%      | By quotation                         |
| <b>2</b>                        | <b>Traffic Control</b>   |                   |                |                       |                |          |                                      |
| 2 - 40                          | Abandoned vehicles - towing  | Market price      | Each           | Actual Cost plus 30%  | Yes            | 10%      | Actual Cost plus 30%                 |
| 2 - 41                          | Abandoned vehicles - storage/impoundment fees  | Cost recovery     | Day            | \$ 15.00              | No             | \$ -     | \$ 15.00                             |
| 2 - 42                          | Abandoned vehicles - administration fee  | Cost recovery     | Each           | \$ 243.64             | Yes            | \$ 24.36 | \$ 268.00                            |
| 2 - 43                          | Escort fee - including removal of signs and reinstatements for wide loads                  | Cost recovery     | Each           | \$ 100.00             | Yes            | \$ 10.00 | \$ 110.00                            |
| 2 - 44                          | Equipment for public functions/events - erection and removal of traffic control devices    | Cost recovery     | Each           | By quotation          | Yes            | 10%      | By quotation                         |
| 2 - 45                          | Design of traffic control plans - consultation, site inspection and drafting               | Cost recovery     | Plan           | \$ 241.80             | Yes            | \$ 24.18 | \$ 265.98                            |
| 2 - 46                          | Hire of traffic controllers  | Cost recovery     | Hour           | \$ 57.27              | Yes            | \$ 5.73  | \$ 63.00                             |
| 2 - 47                          | Hire of traffic signs/equipment plus a \$50.00 refundable bond (per item)                  | Cost recovery     | Day            | \$ 16.36              | Yes            | \$ 1.64  | \$18.00 plus \$50.00 refundable bond |

| 2020/21 CHANGES                      |           |          |
|--------------------------------------|-----------|----------|
| 2020/21 Fees (inc GST)               | \$ Change | % Change |
| By quotation                         |           |          |
| By quotation                         |           |          |
| By quotation                         |           |          |
| By quotation                         |           |          |
| By quotation                         |           |          |
| By quotation                         |           |          |
| By quotation                         |           |          |
| By quotation                         |           |          |
| Actual Cost plus 30%                 |           |          |
| \$ 15.00                             | \$ -      | 0.0%     |
| \$ 274.00                            | \$ 6.00   | 2.2%     |
| \$ 112.00                            | \$ 2.00   | 1.8%     |
| By quotation                         |           |          |
| \$ 272.00                            | \$ 6.02   | 2.3%     |
| \$ 64.00                             | \$ 1.00   | 1.6%     |
| \$18.00 plus \$50.00 refundable bond |           |          |



| KEY DIRECTION 1 – OUR COMMUNITY |  |                   |          |                          |                |          |                           |  |
|---------------------------------|--|-------------------|----------|--------------------------|----------------|----------|---------------------------|--|
| BUILDINGS AND PROPERTY          |  |                   |          |                          |                |          |                           |  |
| Item No                         | Particulars  | Pricing Policy ID | Basis    | 2019/20 Fees<br>(ex GST) | GST Applicable | GST      | 2019/20 Fees<br>(Inc GST) |  |
| <b>3</b>                        | <b>Hire Fees – Parks</b>   |                   |          |                          |                |          |                           |  |
| 3 - 1                           | Park hire fee (all parks excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve)                    | Cost recovery     | Day      | \$ 70.00                 | Yes            | \$ 7.00  | \$ 77.00                  |  |
| 3 - 2                           | Sturt Park Rotunda - casual community hire eg wedding ceremonies and pageants(exclusive use)   | Cost recovery     | Event    | \$ 153.64                | Yes            | \$ 15.36 | \$ 169.00                 |  |
| 3 - 3                           | Sturt Park Rotunda - business and private function hire no entry fees (exclusive use)  | Cost recovery     | Event    | \$ 256.36                | Yes            | \$ 25.64 | \$ 282.00                 |  |
| 3 - 4                           | Sturt Park playground BBQ area including adjacent table setting - half day (up to four hours) casual community hire only (non exclusive use)   | Cost recovery     | Half Day | \$ 30.91                 | Yes            | \$ 3.09  | \$ 34.00                  |  |
| 3 - 5                           | Sturt Park Playground BBQ area including adjacent table setting - full day - casual community hire only (non exclusive use)                    | Cost recovery     | Day      | \$ 50.91                 | Yes            | \$ 5.09  | \$ 56.00                  |  |
| 3 - 6                           | Sturt Park Playground undercover seating area - half day (up to four hours) casual community hire only (non exclusive use)                     | Cost recovery     | Half Day | \$ 25.45                 | Yes            | \$ 2.55  | \$ 28.00                  |  |
| 3 - 7                           | Sturt Park Playground undercover seating area - full day - casual community hire only (non exclusive use)                                      | Cost recovery     | Day      | \$ 40.91                 | Yes            | \$ 4.09  | \$ 45.00                  |  |
| 3 - 8                           | Sturt Park Playground open space area, near Beryl Street - half day (up to four hours) - casual community hire only (non exclusive use)        | Cost recovery     | Half Day | \$ 35.45                 | Yes            | \$ 3.55  | \$ 39.00                  |  |
| 3 - 9                           | Sturt Park Playground open space area - near Beryl Street - full day - casual community hire only (non exclusive use)                          | Cost recovery     | Day      | \$ 61.82                 | Yes            | \$ 6.18  | \$ 68.00                  |  |
| 3 - 10                          | Park - key deposit (refundable)  | Cost recovery     | Each     | \$ 35.00                 | No             | \$ -     | \$ 35.00                  |  |
| 3 - 11                          | Duke of Cornwall Park - tennis court - day rate per court  | Cost recovery     | Hour     | \$ 10.00                 | Yes            | \$ 1.00  | \$ 11.00                  |  |
| 3 - 12                          | Duke of Cornwall Park - tennis court - night rate per court  | Cost recovery     | Hour     | \$ 14.55                 | Yes            | \$ 1.45  | \$ 16.00                  |  |
| <b>3</b>                        | <b>Hire Fees - Town Square</b>   |                   |          |                          |                |          |                           |  |
| 3 - 13                          | Building - key deposit (refundable)  | Cost recovery     | Each     | \$ 35.00                 | No             | \$ -     | \$ 35.00                  |  |
| 3 - 14                          | Town Square hire fee   | Cost recovery     | Per day  | \$ 73.64                 | Yes            | \$ 7.36  | \$ 81.00                  |  |
| 3 - 15                          | Town Square key deposit (refundable)   | Cost recovery     | Each     | \$ 35.00                 | No             | \$ -     | \$ 35.00                  |  |
| <b>3</b>                        | <b>Hire Fees - Halls</b>   |                   |          |                          |                |          |                           |  |
| 3 - 16                          | Building - key deposit (refundable)  | Cost recovery     | Each     | \$ 35.00                 | No             | \$ -     | \$ 35.00                  |  |
| 3 - 17                          | Aged Persons Rest Centre hire - half day (four hours)  | Cost recovery     | Half day | \$ 72.73                 | Yes            | \$ 7.27  | \$ 80.00                  |  |
| 3 - 18                          | Aged Persons Rest Centre hire - full day   | Cost recovery     | Day      | \$ 144.55                | Yes            | \$ 14.45 | \$ 159.00                 |  |
| 3 - 19                          | Aged Persons Rest Centre - regular casual hire (hourly rate up to maximum daily rate)  | Cost recovery     | Hour     | \$ 20.91                 | Yes            | \$ 2.09  | \$ 23.00                  |  |
| 3 - 20                          | Aged Persons Rest Centre hire - charitable organisations - half day (four hours)   | Cost recovery     | Half day | \$ 48.18                 | Yes            | \$ 4.82  | \$ 53.00                  |  |
| 3 - 21                          | Aged Persons Rest Centre hire - charitable organisations - full day  | Cost recovery     | Day      | \$ 97.27                 | Yes            | \$ 9.73  | \$ 107.00                 |  |
| <b>3</b>                        | <b>Casual Hiring - Risk Assessment Administrative Fee</b>  |                   |          |                          |                |          |                           |  |
| 3 - 22                          | Casual hiring risk assessment administrative fee (minimum of \$60.00 based on the risk to be assessed by Council's Corporate Risk Coordinator) | Cost recovery     | Each     | \$ 54.55                 | Yes            | \$ 5.45  | \$ 60.00                  |  |
| <b>3</b>                        | <b>Cemetery</b>  |                   |          |                          |                |          |                           |  |
| 3 - 23                          | Exclusive right of burial (required for all new casket and ashes burial)   | Cost recovery     | Each     | \$ 695.45                | Yes            | \$ 69.55 | \$ 765.00                 |  |
| 3 - 24                          | Exclusive right and work permit (spare)  | Cost recovery     | Each     | \$ 695.45                | Yes            | \$ 69.55 | \$ 765.00                 |  |
| 3 - 25                          | Exclusive right restoration of old graves (includes work permit) - graves older than 40 Years or prior to 1971                                 | Cost recovery     | Each     | \$ 261.82                | Yes            | \$ 26.18 | \$ 288.00                 |  |
| 3 - 26                          | Weekday interment of casket into new grave or existing grave   | Cost recovery     | Each     | \$ 1,064.55              | Yes            | \$106.45 | \$ 1,171.00               |  |

| 2020/21 CHANGES           |           |          |
|---------------------------|-----------|----------|
| 2020/21 Fees<br>(Inc GST) | \$ Change | % Change |
| \$ 79.00                  | \$ 2.00   | 2.6%     |
| \$ 173.00                 | \$ 4.00   | 2.4%     |
| \$ 288.00                 | \$ 6.00   | 2.1%     |
| \$ 35.00                  | \$ 1.00   | 2.9%     |
| \$ 57.00                  | \$ 1.00   | 1.8%     |
| \$ 29.00                  | \$ 1.00   | 3.6%     |
| \$ 46.00                  | \$ 1.00   | 2.2%     |
| \$ 40.00                  | \$ 1.00   | 2.6%     |
| \$ 69.00                  | \$ 1.00   | 1.5%     |
| \$ 36.00                  | \$ 1.00   | 2.9%     |
| \$ 11.00                  | \$ -      | 0.0%     |
| \$ 16.00                  | \$ -      | 0.0%     |
| \$ 35.00                  | \$ -      | 0.0%     |
| \$ 83.00                  | \$ 2.00   | 2.5%     |
| \$ 35.00                  | \$ -      | 0.0%     |
| \$ 35.00                  | \$ -      | 0%       |
| \$ 82.00                  | \$ 2.00   | 2.5%     |
| \$ 162.00                 | \$ 3.00   | 1.9%     |
| \$ 24.00                  | \$ 1.00   | 4.3%     |
| \$ 54.00                  | \$ 1.00   | 1.9%     |
| \$ 109.00                 | \$ 2.00   | 1.9%     |
| \$ 61.00                  | \$ 1.00   | 1.7%     |
| \$ 782.00                 | \$ 17.00  | 2.2%     |
| \$ 782.00                 | \$ 17.00  | 2.2%     |
| \$ 294.00                 | \$ 6.00   | 2.1%     |
| \$ 1,197.00               | \$ 26.00  | 2.2%     |

| KEY DIRECTION 1 – OUR COMMUNITY |   |                   |                            |                       |                |           |                        |
|---------------------------------|---|-------------------|----------------------------|-----------------------|----------------|-----------|------------------------|
| BUILDINGS AND PROPERTY          |   |                   |                            |                       |                |           |                        |
| Item No                         | Particulars   | Pricing Policy ID | Basis                      | 2019/20 Fees (ex GST) | GST Applicable | GST       | 2019/20 Fees (inc GST) |
| 3 - 27                          | Weekday interment of ashes (adult or child) into an existing grave or existing plot   | Cost recovery     | Each                       | \$ 336.36             | Yes            | \$ 33.64  | \$ 370.00              |
| 3 - 28                          | Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) into an existing grave or existing plot | Cost recovery     | Subsequent after the first | \$ 168.18             | Yes            | \$ 16.82  | \$ 185.00              |
| 3 - 29                          | Weekday interment of casket, child into new grave (0-13yrs)   | Cost recovery     | Each                       | \$ 336.36             | Yes            | \$ 33.64  | \$ 370.00              |
| 3 - 30                          | Weekday interment of ashes (adult or child) - new plot  | Cost recovery     | Each                       | \$ 466.36             | Yes            | \$ 46.64  | \$ 513.00              |
| 3 - 31                          | Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - new plot                              | Cost recovery     | Subsequent after the first | \$ 233.64             | Yes            | \$ 23.36  | \$ 257.00              |
| 3 - 32                          | Saturday interment of casket into new grave or existing grave   | Cost recovery     | Each                       | \$ 1,587.27           | Yes            | \$ 158.73 | \$ 1,746.00            |
| 3 - 33                          | Saturday interment of ashes (adult or child) into an existing grave or existing plot  | Cost recovery     | Each                       | \$ 467.27             | Yes            | \$ 46.73  | \$ 514.00              |
| 3 - 34                          | Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - existing grave or plot               | Cost recovery     | Subsequent after the first | \$ 233.64             | Yes            | \$ 23.36  | \$ 257.00              |
| 3 - 35                          | Saturday interment of casket, child into new grave (0-13yrs)  | Cost recovery     | Each                       | \$ 467.27             | Yes            | \$ 46.73  | \$ 514.00              |
| 3 - 36                          | Saturday interment of ashes (adult or child) - new plot   | Cost recovery     | Each                       | \$ 653.64             | Yes            | \$ 65.36  | \$ 719.00              |
| 3 - 37                          | Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - new plot                             | Cost recovery     | Subsequent after the first | \$ 326.36             | Yes            | \$ 32.64  | \$ 359.00              |
| 3 - 38                          | Outside interment hours interment of casket - additional fee  | Cost recovery     | Each                       | \$ 802.73             | Yes            | \$ 80.27  | \$ 883.00              |
| 3 - 39                          | Outside interment hours interment of ashes - additional fee   | Cost recovery     | Each                       | \$ 448.18             | Yes            | \$ 44.82  | \$ 493.00              |
| 3 - 40                          | Oversize plot requested - additional fee  | Cost recovery     | Each                       | \$ 200.91             | Yes            | \$ 20.09  | \$ 221.00              |
| 3 - 41                          | Pre-selected spare grave - additional fee   | Cost recovery     | Each                       | \$ 135.45             | Yes            | \$ 13.55  | \$ 149.00              |
| 3 - 42                          | Pre-selected spare niche - additional fee   | Cost recovery     | Each                       | \$ 135.45             | Yes            | \$ 13.55  | \$ 149.00              |
| 3 - 43                          | Reopen - slab removal for casket  | Cost recovery     | Each                       | \$ 340.91             | Yes            | \$ 34.09  | \$ 375.00              |
| 3 - 44                          | Reopen - slab removal for ashes   | Cost recovery     | Each                       | \$ 168.18             | Yes            | \$ 16.82  | \$ 185.00              |
| 3 - 45                          | Reopen for interment of ashes at the head end or foot end of a grave if feasible  | Cost recovery     | Each                       | \$ 168.18             | Yes            | \$ 16.82  | \$ 185.00              |
| 3 - 46                          | Vault reopen  | Cost recovery     | Each                       | \$ 331.82             | Yes            | \$ 33.18  | \$ 365.00              |
| 3 - 47                          | Work permit (required for any work conducted on site by a monumental mason)   | Cost recovery     | Each                       | \$ 168.18             | Yes            | \$ 16.82  | \$ 185.00              |
| 3 - 48                          | Relocation within cemetery/exhumation   | Cost recovery     | Hour or part thereof       | \$ 415.45             | Yes            | \$ 41.55  | \$ 457.00              |
| 3 - 49                          | Reopen for vacancy confirmation (charged if not vacant)   | Cost recovery     | Hour or part thereof       | \$ 415.45             | Yes            | \$ 41.55  | \$ 457.00              |
| 3 - 50                          | Late interment notice for next day interment (Monday – Friday after 2pm, Saturday, Sunday, public holiday)  | Cost recovery     | Each                       | \$ 191.82             | Yes            | \$ 19.18  | \$ 211.00              |
| 3 - 51                          | Search of cemetery records - minimum charge of \$15.00  | Cost recovery     | Hour or part thereof       | \$ 56.36              | Yes            | \$ 5.64   | \$ 62.00               |

| 2020/21 CHANGES        |           |          |
|------------------------|-----------|----------|
| 2020/21 Fees (inc GST) | \$ Change | % Change |
| \$ 378.00              | \$ 8.00   | 2.2%     |
| \$ 189.00              | \$ 4.00   | 2.2%     |
| \$ 378.00              | \$ 8.00   | 2.2%     |
| \$ 524.00              | \$ 11.00  | 2.1%     |
| \$ 263.00              | \$ 6.00   | 2.3%     |
| \$ 1,784.00            | \$ 38.00  | 2.2%     |
| \$ 525.00              | \$ 11.00  | 2.1%     |
| \$ 263.00              | \$ 6.00   | 2.3%     |
| \$ 525.00              | \$ 11.00  | 2.1%     |
| \$ 735.00              | \$ 16.00  | 2.2%     |
| \$ 367.00              | \$ 8.00   | 2.2%     |
| \$ 902.00              | \$ 19.00  | 2.2%     |
| \$ 504.00              | \$ 11.00  | 2.2%     |
| \$ 226.00              | \$ 5.00   | 2.3%     |
| \$ 152.00              | \$ 3.00   | 2.0%     |
| \$ 152.00              | \$ 3.00   | 2.0%     |
| \$ 383.00              | \$ 8.00   | 2.1%     |
| \$ 189.00              | \$ 4.00   | 2.2%     |
| \$ 189.00              | \$ 4.00   | 2.2%     |
| \$ 373.00              | \$ 8.00   | 2.2%     |
| \$ 189.00              | \$ 4.00   | 2.2%     |
| \$ 467.00              | \$ 10.00  | 2.2%     |
| \$ 467.00              | \$ 10.00  | 2.2%     |
| \$ 216.00              | \$ 5.00   | 2.4%     |
| \$ 63.00               | \$ 1.00   | 1.6%     |

| KEY DIRECTION 1 – OUR COMMUNITY   |  |                   |        |                       |                |           |  |
|-----------------------------------|--|-------------------|--------|-----------------------|----------------|-----------|--|
| PARKS AND RECREATIONAL FACILITIES |  |                   |        |                       |                |           |  |
| Item No                           | Particulars  | Pricing Policy ID | Basis  | 2019/20 Fees (ex GST) | GST Applicable | GST       | 2019/20 Fees (Inc GST)                               |
| <b>4</b>                          | <b>Alma Oval</b>   |                   |        |                       |                |           |  |
| 4 - 1                             | Alma Oval - day hire (set by S355 Committee)   | Third party       | Day    | Set by S355 Committee | Yes            | 10%       | Set by S355 Committee                                |
| 4 - 2                             | Alma Oval - season hire (set by S355 Committee)  | Third party       | Season | Set by S355 Committee | Yes            | 10%       | Set by S355 Committee                                |
| 4 - 3                             | Alma Oval - with canteen   | Third party       | Day    | \$ 196.36             | Yes            | \$ 19.64  | \$ 216.00  |
| 4 - 4                             | Alma Oval - without canteen  | Third party       | Day    | \$ 168.18             | Yes            | \$ 16.82  | \$ 185.00  |
| 4 - 5                             | Alma Oval - canteen electrical (access canteen electrical appliances)                          | Third party       | Day    | \$ 50.91              | Yes            | \$ 5.09   | \$ 56.00   |
| 4 - 6                             | Alma Public School   | Third party       | Year   | \$ 429.09             | Yes            | \$ 42.91  | \$ 472.00  |
| 4 - 7                             | Broken Hill Football League  | Third party       | Year   | \$ 758.18             | Yes            | \$ 75.82  | \$ 834.00  |
| 4 - 8                             | Broken Hill Cricket League   | Third party       | Game   | \$ -                  | Yes            | 10%       | 20% of gate takings or \$55.00 which ever is greater |
| 4 - 9                             | South Football Club  | Third party       | Year   | \$ 1,441.82           | Yes            | \$ 144.18 | \$ 1,586.00  |
| <b>4</b>                          | <b>Bill Rentrew Sportsground</b>   |                   |        |                       |                |           |  |
| 4 - 10                            | West Football Club   | Third party       | Year   | \$ 653.64             | Yes            | \$ 65.36  | \$ 719.00  |
| 4 - 11                            | Broken Hill All Breeds Obedience Dog Club  | Third party       | Year   | \$ 396.36             | Yes            | \$ 39.64  | \$ 436.00  |
| 4 - 12                            | West Cricket Club  | Third party       | Year   | \$ 331.82             | Yes            | \$ 33.18  | \$ 365.00  |
| 4 - 13                            | Other organisations/groups   | Third party       | Day    | \$ 60.91              | Yes            | \$ 6.09   | \$ 67.00   |
| <b>4</b>                          | <b>E.T. Lamb Memorial Oval</b>   |                   |        |                       |                |           |  |
| 4 - 14                            | Broken Hill South Cricket Club - training two days on nets per week/season                     | Third party       | Season | \$ 186.36             | Yes            | \$ 18.64  | \$ 205.00  |
| 4 - 15                            | Softball club - training (once per week)   | Third party       | Season | \$ 79.09              | Yes            | \$ 7.91   | \$ 87.00   |
| 4 - 16                            | Soccer club - training (once per week)   | Third party       | Season | \$ 79.09              | Yes            | \$ 7.91   | \$ 87.00   |
| 4 - 17                            | Primary hardball cricket   | Third party       | Game   | \$ 13.64              | Yes            | \$ 1.36   | \$ 15.00   |
| 4 - 18                            | Country Rugby League - junior training   | Third party       | Season | \$ 256.36             | Yes            | \$ 25.64  | \$ 282.00  |
| 4 - 19                            | Country Rugby League - senior training   | Third party       | Season | \$ 308.18             | Yes            | \$ 30.82  | \$ 339.00  |
| 4 - 20                            | Country Rugby League - juniors competition   | Third party       | Game   | \$ 14.55              | Yes            | \$ 1.45   | \$ 16.00   |
| 4 - 21                            | Country Rugby League - seniors competition   | Third party       | Game   | \$ 30.00              | Yes            | \$ 3.00   | \$ 33.00   |
| <b>4</b>                          | <b>Memorial Oval</b>   |                   |        |                       |                |           |  |
| 4 - 22                            | Broken Hill Harness Racing Club - bar canteen rental   | Third party       | Month  | \$ 299.09             | Yes            | \$ 29.91  | \$ 329.00  |
| 4 - 23                            | Broken Hill Harness Racing Club - race meetings  | Third party       | Night  | \$ 905.45             | Yes            | \$ 90.55  | \$ 996.00  |
| 4 - 24                            | Trials - day   | Third party       | Each   | \$ 107.27             | Yes            | \$ 10.73  | \$ 118.00  |
| 4 - 25                            | Trials - night   | Third party       | Each   | \$ 247.27             | Yes            | \$ 24.73  | \$ 272.00  |
| 4 - 26                            | Broken Hill Football League  | Third party       | Year   | \$ 747.27             | Yes            | \$ 74.73  | \$ 822.00  |
| 4 - 27                            | Central Football Club (power additional)   | Third party       | Year   | \$ 2,306.36           | Yes            | \$ 230.64 | \$ 2,537.00  |
| 4 - 28                            | Combined dog clubs   | Third party       | Day    | \$ 191.82             | Yes            | \$ 19.18  | \$ 211.00  |
| 4 - 29                            | SCPAA - Silver City Show - pre-show days (4) (power additional)                                | Third party       | Day    | \$ 163.64             | Yes            | \$ 16.36  | \$ 180.00  |
| 4 - 30                            | SCPAA - Silver City Show - show days (4) (power additional)                                    | Third party       | Day    | \$ 811.82             | Yes            | \$ 81.18  | \$ 893.00  |
| <b>4</b>                          | <b>SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)</b> |                   |        |                       |                |           |  |
| 4 - 31                            | Casual hire  | Third party       | Each   | Set by S355 Committee | Yes            | 10%       | Set by S355 Committee                                |
| 4 - 32                            | School carnivals - full day  | Third party       | Day    | \$ 186.36             | Yes            | \$ 18.64  | \$ 205.00  |
| 4 - 33                            | School carnivals - half day (9am-12pm or 12pm-3pm)   | Third party       | Day    | \$ 126.36             | Yes            | \$ 12.64  | \$ 139.00  |
| 4 - 34                            | Community events hire (no tickets or entry fees)   | Third party       | Day    | \$ 307.27             | Yes            | \$ 30.73  | \$ 338.00  |

| 2020/21 CHANGES                                      |           |          |
|--|-----------|----------|
| 2020/21 Fees (Inc GST)                               | \$ Change | % Change |
| Set by S355 Committee                                |           |          |
| Set by S355 Committee                                |           |          |
| \$ 221.00  | \$ 5.00   | 2.3%     |
| \$ 189.00  | \$ 4.00   | 2.2%     |
| \$ 57.00   | \$ 1.00   | 1.8%     |
| \$ 482.00  | \$ 10.00  | 2.1%     |
| \$ 852.00  | \$ 18.00  | 2.2%     |
| 20% of gate takings or \$56.00 which ever is greater | \$ 1.00   | 2.2%     |
| \$ 1,621.00  | \$ 35.00  | 2.2%     |
| \$ 735.00  | \$ 16.00  | 2.2%     |
| \$ 446.00  | \$ 10.00  | 2.3%     |
| \$ 373.00  | \$ 8.00   | 2.2%     |
| \$ 68.00   | \$ 1.00   | 1.5%     |
| \$ 210.00  | \$ 5.00   | 2.4%     |
| \$ 89.00   | \$ 2.00   | 2.3%     |
| \$ 89.00   | \$ 2.00   | 2.3%     |
| \$ 15.00   | \$ -      | 0.0%     |
| \$ 288.00  | \$ 6.00   | 2.1%     |
| \$ 346.00  | \$ 7.00   | 2.1%     |
| \$ 16.00   | \$ -      | 0.0%     |
| \$ 34.00   | \$ 1.00   | 3.0%     |
| \$ 336.00  | \$ 7.00   | 2.1%     |
| \$ 1,018.00  | \$ 22.00  | 2.2%     |
| \$ 121.00  | \$ 3.00   | 2.5%     |
| \$ 278.00  | \$ 6.00   | 2.2%     |
| \$ 840.00  | \$ 18.00  | 2.1%     |
| \$ 2,593.00  | \$ 56.00  | 2.2%     |
| \$ 216.00  | \$ 5.00   | 2.3%     |
| \$ 184.00  | \$ 4.00   | 2.2%     |
| \$ 913.00  | \$ 20.00  | 2.2%     |
| Set by S355 Committee                                |           |          |
| \$ 210.00  | \$ 5.00   | 2.4%     |
| \$ 142.00  | \$ 3.00   | 2.1%     |
| \$ 345.00  | \$ 7.00   | 2.0%     |

| KEY DIRECTION 1 – OUR COMMUNITY   |   |                   |               |                                     |                |          |                                     |
|-----------------------------------|---|-------------------|---------------|-------------------------------------|----------------|----------|-------------------------------------|
| PARKS AND RECREATIONAL FACILITIES |   |                   |               |                                     |                |          |                                     |
| Item No                           | Particulars   | Pricing Policy ID | Basis         | 2019/20 Fees (ex GST)               | GST Applicable | GST      | 2019/20 Fees (Inc GST)              |
| 4 - 35                            | Commercial events hire (tickets and entry fees applicable)        | Third party       | Day           | \$800 Hire fee plus 5% ticket sales | Yes            | \$ 80.00 | \$800 Hire fee plus 5% ticket sales |
| 4 - 36                            | Events bond (applicable to both community and commercial events)  | Cost recovery     | event         | By quotation                        | No             | \$ -     | By quotation                        |
| 4 - 37                            | Memorial Oval - advertising                                       | Cost recovery     | Each/per year | \$ 588.18                           | Yes            | \$ 58.82 | \$ 647.00                           |
| <b>4</b>                          | <b>Norm Fox Sporting Complex</b>                                  |                   |               |                                     |                |          |                                     |
| 4 - 38                            | Barrier District Cricket League                                   | Third party       | Year          | \$ 671.82                           | Yes            | \$ 67.18 | \$ 739.00                           |
| 4 - 39                            | Senior and junior baseball (% of power additional)                | Third party       | Year          | \$ 933.64                           | Yes            | \$ 93.36 | \$ 1,027.00                         |
| 4 - 40                            | Hockey (% of power additional)                                    | Third party       | Year          | \$ 933.64                           | Yes            | \$ 93.36 | \$ 1,027.00                         |
| 4 - 41                            | Primary hardball  | Third party       | Year          | \$ 671.82                           | Yes            | \$ 67.18 | \$ 739.00                           |
| 4 - 42                            | Schools hire fee  | Third party       | Person        | \$ 2.73                             | Yes            | \$ 0.27  | \$ 3.00                             |
| 4 - 43                            | Special events – oval hire  | Third party       | Day           | \$ 83.64                            | Yes            | \$ 8.36  | \$ 92.00                            |
| 4 - 44                            | Special events – oval and clubrooms                               | Third party       | Day           | \$ 238.18                           | Yes            | \$ 23.82 | \$ 262.00                           |
| 4 - 45                            | Special events – juniors  | Third party       | Person        | \$ 2.73                             | Yes            | \$ 0.27  | \$ 3.00                             |
| 4 - 46                            | Teams training on oval (two hours one day/week/season)            | Third party       | Season        | \$ 396.36                           | Yes            | \$ 39.64 | \$ 436.00                           |
| 4 - 47                            | Bond - all organisations (refundable)                             | Third party       | Season        | \$ 107.27                           | Yes            | \$ 10.73 | \$ 118.00                           |
| <b>4</b>                          | <b>Picton Sportsground</b>  |                   |               |                                     |                |          |                                     |
| 4 - 48                            | Oval - day hire (set by S355 Committee)                           | Third party       | Day           | Set by S355 Committee               | Yes            | 10%      | Set by S355 Committee               |
| 4 - 49                            | Season hire (set by S355 Committee)                               | Third party       | Season        | Set by S355 Committee               | Yes            | 10%      | Set by S355 Committee               |
| <b>4</b>                          | <b>BIU Band Hall/Soccer Complex</b>                               |                   |               |                                     |                |          |                                     |
| 4 - 50                            | Broken Hill Soccer Association Inc                                | Third party       | Year          | \$ 620.91                           | Yes            | \$ 62.09 | \$ 683.00                           |
| 4 - 51                            | BIU Band Inc  | Third party       | Year          | \$ 604.55                           | Yes            | \$ 60.45 | \$ 665.00                           |
| 4 - 52                            | Broken Hill Civic Orchestra                                       | Third party       | Night         | \$ 31.82                            | Yes            | \$ 3.18  | \$ 35.00                            |
| 4 - 53                            | Hire fee (9am - 12pm)   | Third party       | Each          | \$ 318.18                           | Yes            | \$ 31.82 | \$ 350.00                           |
| 4 - 54                            | Hire fee (9am - 12pm) Small music functions - Less than 35 People | Third party       | Each          | \$ 70.00                            | Yes            | \$ 7.00  | \$ 77.00                            |
| 4 - 55                            | Deposit (refundable)  | Third party       | Each          | \$ 115.00                           | No             | \$ -     | \$ 115.00                           |
| 4 - 56                            | Hire fee - prior day access (minimum two hours)                   | Third party       | Hour          | \$ 27.27                            | Yes            | \$ 2.73  | \$ 30.00                            |

| 2020/21 CHANGES                     |           |          |
|-------------------------------------|-----------|----------|
| 2020/21 Fees (Inc GST)              | \$ Change | % Change |
| \$818 Hire fee plus 5% ticket sales | \$ 18.00  | 2.2%     |
| By quotation                        |           |          |
| \$ 661.00                           | \$ 14.00  | 2.1%     |
| \$ 755.00                           | \$ 16.00  | 2.2%     |
| \$ 1,050.00                         | \$ 23.00  | 2.2%     |
| \$ 1,050.00                         | \$ 23.00  | 2.2%     |
| \$ 755.00                           | \$ 16.00  | 2.2%     |
| \$ 3.00                             | \$ -      | 0.0%     |
| \$ 94.00                            | \$ 2.00   | 2.2%     |
| \$ 268.00                           | \$ 6.00   | 2.3%     |
| \$ 3.00                             | \$ -      | 0.0%     |
| \$ 446.00                           | \$ 10.00  | 2.3%     |
| \$ 121.00                           | \$ 3.00   | 2.5%     |
| Set by S355 Committee               |           |          |
| Set by S355 Committee               |           |          |
| \$ 698.00                           | \$ 15.00  | 2.2%     |
| \$ 680.00                           | \$ 15.00  | 2.3%     |
| \$ 36.00                            | \$ 1.00   | 2.9%     |
| \$ 358.00                           | \$ 8.00   | 2.3%     |
| \$ 79.00                            | \$ 2.00   | 2.6%     |
| \$ 118.00                           | \$ 3.00   | 2.6%     |
| \$ 31.00                            | \$ 1.00   | 3.3%     |

| KEY DIRECTION 2 - OUR ECONOMY       |  |                   |        |                          |                |          |                           |
|-------------------------------------|--|-------------------|--------|--------------------------|----------------|----------|---------------------------|
| TOURISM                             |  |                   |        |                          |                |          |                           |
| Item No                             | Particulars  | Pricing Policy ID | Basis  | 2019/20 Fees<br>(ex GST) | GST Applicable | GST      | 2019/20 Fees<br>(Inc GST) |
| <b>5 Visitor Information Centre</b> |  |                   |        |                          |                |          |                           |
| 5 - 1                               | Vehicle wash bay   | Market price      | Each   | \$ 13.64                 | Yes            | \$ 1.36  | \$ 15.00                  |
| 5 - 2                               | Showers (per shower)                                     | Market price      | Person | \$ 4.55                  | Yes            | \$ 0.45  | \$ 5.00                   |
| 5 - 3                               | Signage - display board (per sign) - large               | Market price      | Year   | \$ 668.18                | Yes            | \$ 66.82 | \$ 735.00                 |
| 5 - 4                               | Signage - display board (per sign) - small               | Market price      | Year   | \$ 227.27                | Yes            | \$ 22.73 | \$ 250.00                 |
| 5 - 5                               | Sales commission (accommodations, tours and attractions) | Market price      | Sales  | 12% Commission on sales  | Yes            |          | 12% Commission on sales   |
| 5 - 6                               | Signage - highway bay (per sign)                         | Market price      | Year   | \$ 195.45                | Yes            | \$ 19.55 | \$ 215.00                 |
| 5 - 7                               | Signage - display board (per sign) - banner              | Market price      | Year   | \$ 431.82                | Yes            | \$ 43.18 | \$ 475.00                 |
| <b>5 Film Broken Hill</b>           |  |                   |        |                          |                |          |                           |
| 5 - 8                               | Film permit - processing fee (Not for profit/students)   | Community service | Each   | \$ -                     | No             | \$ -     |                           |
| 5 - 9                               | Film permit - processing fee (Commercial Films)          | Cost recovery     | Each   | -                        | Yes            | 10%      |                           |
| 5 - 10                              | Film permit - road closures                              | Cost recovery     | Each   | \$ 650.00                | Yes            | \$ 65.00 | \$ 715.00                 |
| 5 - 11                              | Traffic management plan (per plan per location)          | Cost recovery     | Each   | \$ 236.36                | Yes            | \$ 23.64 | \$ 260.00                 |

| 2020/21 CHANGES           |                 |          |
|---------------------------|-----------------|----------|
| 2020/21 Fees<br>(Inc GST) | \$ Change       | % Change |
| \$ 15.00                  | \$ -            | 0%       |
| \$ 5.00                   | \$ -            | 0%       |
| \$ 735.00                 | \$ -            | 0%       |
| \$ 250.00                 | \$ -            | 0%       |
| 12% Commission on sales   |                 |          |
| \$ 215.00                 | \$ -            | 0%       |
| \$ 475.00                 | \$ -            | 0%       |
| No Charge                 |                 |          |
| \$ 100.00                 | New Fee         |          |
| By Quotation              | Price will vary |          |
| By Quotation              | Price will vary |          |

| KEY DIRECTION 2 - OUR ECONOMY |  |                   |              |  |                |           |  |
|-------------------------------|--|-------------------|--------------|--|----------------|-----------|--|
| EVENTS AND CONFERENCES        |  |                   |              |  |                |           |  |
| Item No                       | Particulars  | Pricing Policy ID | Basis        | 2019/20 Fees (ex GST)  | GST Applicable | GST       | 2019/20 Fees (Inc GST)   |
| 6                             | <b>Civic Centre</b>  |                   |              |  |                |           |  |
| 6 - 1                         | Organised conference - full package  | Market price      | Each         | POA  | Yes            | 10%       | POA  |
| 6 - 2                         | Full Civic Centre hire   | Market price      | 8 hours      | \$ 2,000.00  | Yes            | \$ 200.00 | \$ 2,200.00  |
| 6 - 3                         | Auditorium per day - 8 hours   | Market price      | 8 hours      | \$ 1,200.00  | Yes            | \$ 120.00 | \$ 1,320.00  |
| 6 - 4                         | Auditorium half hall per day - 8 hours   | Market price      | 8 hours      | \$ 600.00  | Yes            | \$ 60.00  | \$ 660.00  |
| 6 - 5                         | Auditorium per hour  | Market price      | Hour         | \$ 163.64  | Yes            | \$ 16.36  | \$ 180.00  |
| 6 - 6                         | Auditorium half hall per hour  | Market price      | Hour         | \$ 150.00  | Yes            | \$ 15.00  | \$ 165.00  |
| 6 - 7                         | Government, community, charity, schools and not for profit (includes one staff member) | Market price      | Per hire fee | POA  | Yes            | 10%       | 30% Discount   |
| 6 - 8                         | Chips Rafferty Function Room (Ground Floor) per day - 8 hours                          | Market price      | 8 hours      | \$ 254.55  | Yes            | \$ 25.45  | \$ 280.00  |
| 6 - 9                         | Chips Rafferty Function Room (Ground Floor) half day - 4 hours                         | Market price      | 4 hours      | \$ 145.45  | Yes            | \$ 14.55  | \$ 160.00  |
| 6 - 10                        | Administration Office/Box Office per day   | Market price      | 8am - 6pm    | \$ 100.00  | Yes            | \$ 10.00  | \$ 110.00  |
| 6 - 11                        | Full first floor day rate  | Market price      | 8 hours      | \$ 727.27  | Yes            | \$ 72.73  | \$ 800.00  |
| 6 - 12                        | Full first floor half day rate - 4 hours   | Market price      | 4 hours      | -\$ 0.10   | Yes            | 10%       | -  |
| 6 - 13                        | Function room 2 or 3 per day - 8 hours   | Market price      | 8 hours      | \$ 254.55  | Yes            | \$ 25.45  | \$ 280.00  |
| 6 - 14                        | Function room 2 or 3 half day - 4 hours  | Market price      | 4 hours      | \$ 145.45  | Yes            | \$ 14.55  | \$ 160.00  |
| 6 - 15                        | Function rooms 2 and 3 per day - 8 hours   | Market price      | 8 hours      | \$ 500.00  | Yes            | \$ 50.00  | \$ 550.00  |
| 6 - 16                        | Function room 2 and 3 half day - 4 hours   | Market price      | 4 hours      | \$ 272.73  | Yes            | \$ 27.27  | \$ 300.00  |
| 6 - 17                        | Function room hourly rate (outside of standard hire duration)                          | Market price      | Hour         | -  | Yes            | 10%       | -  |
| 6 - 18                        | Upstairs lounge hourly rate  | Market price      | Hour         | \$ 77.27   | Yes            | \$ 7.73   | \$ 85.00   |
| 6 - 19                        | Change rooms   | Market price      | Per room     | \$ 18.18   | Yes            | \$ 1.82   | \$ 20.00   |
| 6 - 20                        | Kitchen usage  | Market price      | Per day      | \$ 231.82  | Yes            | \$ 23.18  | \$ 255.00  |
| 6 - 21                        | Public holiday/weekend/night (6pm - 12am) surcharge                                    | Market price      | Per hire fee | 25% Surcharge  | Yes            | 10%       | 25% Surcharge  |
| 6 - 22                        | Surcharge Catered booking (per day)  | Market price      | Per day      | -  | Yes            | -         | \$ -   |
| 6 - 23                        | Deposit to secure booking  | Market price      | Each         | 25% of Quote   | Yes            | 10%       | 25% of Quote   |
| 6 - 24                        | Functions extending beyond contracted finishing time (hourly fee plus labour cost)     | Market price      | Hour         | \$ 300.00  | Yes            | \$ 30.00  | \$ 330.00  |
| 6 - 25                        | Additional staff (per staff member)  | Market price      | Hour         | \$ 51.82   | Yes            | \$ 5.18   | \$ 57.00   |
| 6 - 26                        | Additional staff (per staff member) Saturday, Sunday, public holidays                  | Market price      | Hour         | \$ 72.73   | Yes            | \$ 7.27   | \$ 80.00   |
| 6 - 27                        | Excess cleaning charge - Monday to Friday - 8am-6pm                                    | Market price      | Hour         | \$ 72.73   | Yes            | \$ 7.27   | \$ 80.00   |
| 6 - 28                        | Excess cleaning charge Saturday, Sunday, public holidays                               | Market price      | Hour         | \$ 104.55  | Yes            | \$ 10.45  | \$ 115.00  |
| 6 - 29                        | Additional technical staff - Monday to Friday  | Market price      | Hour         | \$ 81.82   | Yes            | \$ 8.18   | \$ 90.00   |
| 6 - 30                        | Additional technical staff Saturday, Sunday, public holidays                           | Market price      | Hour         | \$ 113.64  | Yes            | \$ 11.36  | \$ 125.00  |
| 6 - 31                        | Setup outside venue  | Market price      | Hour         | \$ 51.82   | Yes            | \$ 5.18   | \$ 57.00   |
| 6 - 32                        | Setup outside venue (outside business hours)   | Market price      | Hour         | \$ 72.73   | Yes            | \$ 7.27   | \$ 80.00   |
| 6 - 33                        | Ticket commission  | Market price      | Ticket       | 10% of ticket price  | Yes            | 10%       | 10% of ticket price  |
| 6 - 34                        | Merchandise sales  | Market price      | Event        | 10% Gross  | Yes            | 10%       | 10% Gross  |
| 6 - 35                        | Civic Centre bar - commercial  | Market price      | Per event    | 100% sales to Civic Centre   | Yes            | 10%       | 100% sales to Civic Centre   |
| 6 - 36                        | Civic Centre bar - not-for-profit  | Cost recovery     | Per event    | 50% profit to Civic Centre 50% profit to not-for-profit organisation | Yes            | 10%       | 50% profit to Civic Centre 50% profit to not-for-profit organisation |
| 6 - 37                        | Breakages  | Market price      | Each         | Actual Cost  | Yes            | 10%       | Actual Cost  |
| 6 - 38                        | Testing and tagging of equipment   | Market price      | Per item     | \$ 9.09  | Yes            | \$ 0.91   | \$ 10.00   |

| 2020/21 CHANGES  |           |          |
|--|-----------|----------|
| 2020/21 Fees (Inc GST)   | \$ Change | % Change |
| POA  |           |          |
| \$ 2,200.00  | \$ -      | 0%       |
| \$ 1,320.00  | \$ -      | 0%       |
| \$ 660.00  | \$ -      | 0%       |
| \$ 180.00  | \$ -      | 0%       |
| \$ 165.00  | \$ -      | 0%       |
| 30% Discount   |           |          |
| \$ 280.00  | \$ -      | 0%       |
| \$ 160.00  | \$ -      | 0%       |
| \$ 110.00  | \$ -      | 0%       |
| \$ 800.00  | \$ -      | 0%       |
| \$ 500.00  | \$ 500.00 | New      |
| \$ 280.00  | \$ -      | 0%       |
| \$ 160.00  | \$ -      | 0%       |
| \$ 550.00  | \$ -      | 0%       |
| \$ 300.00  | \$ -      | 0%       |
| \$ 80.00   | \$ 80.00  | NEW      |
| \$ 85.00   | \$ -      | 0%       |
| \$ 20.00   | \$ -      | 0%       |
| \$ 255.00  | \$ -      | 0%       |
| 25% Surcharge  |           |          |
| \$ 115.00  | \$ 115.00 | New      |
| 25% of Quote   |           |          |
| \$ 330.00  | \$ -      | 0%       |
| \$ 57.00   | \$ -      | 0%       |
| \$ 80.00   | \$ -      | 0%       |
| \$ 80.00   | \$ -      | 0%       |
| \$ 115.00  | \$ -      | 0%       |
| \$ 90.00   | \$ -      | 0%       |
| \$ 125.00  | \$ -      | 0%       |
| \$ 57.00   | \$ -      | 0%       |
| \$ 80.00   | \$ -      | 0%       |
| 10% of ticket price  |           |          |
| 10% Gross  |           |          |
| 100% sales to Civic Centre   |           |          |
| 50% profit to Civic Centre 50% profit to not-for-profit organisation |           |          |
| Actual Cost  |           |          |
| \$ 10.00   | \$ -      | 0%       |



| KEY DIRECTION 2 - OUR ECONOMY |   |                   |               |                           |                |          |                           |
|-------------------------------|---|-------------------|---------------|---------------------------|----------------|----------|---------------------------|
| EVENTS AND CONFERENCES        |   |                   |               |                           |                |          |                           |
| Item No                       | Particulars   | Pricing Policy ID | Basis         | 2019/20 Fees (ex GST)     | GST Applicable | GST      | 2019/20 Fees (inc GST)    |
| 6 - 39                        | Three phase power - external connection only                  | Market price      | Per day       | At cost plus 12.5%        | Yes            | 10%      | At cost plus 12.5%        |
| 6 - 40                        | Laptop computer (own Laptop)                                  | Market price      | Per day       | \$ 50.00                  | Yes            | \$ 5.00  | \$ 55.00                  |
| 6 - 41                        | Data projector and screen - portable only                     | Market price      | Per day       | \$ 50.00                  | Yes            | \$ 5.00  | \$ 55.00                  |
| 6 - 42                        | Special external equipment hire (includes administration fee) | Market price      | Per event     | Actual Cost plus 12.5%    | Yes            | 10%      | Actual Cost plus 12.5%    |
| 6 - 43                        | Streaming/data upload   | Market price      | Per day       | \$ 90.91                  | Yes            | \$ 9.09  | \$ 100.00                 |
| 6 - 44                        | Civic Centre teleconferencing                                 | Market price      | Hour          | \$ 50.00                  | Yes            | \$ 5.00  | \$ 55.00                  |
| 6 - 45                        | Smoke machine   | Market price      | Session       | \$ 40.91                  | Yes            | \$ 4.09  | \$ 45.00                  |
| 6 - 46                        | Steinway piano  | Market price      | Booking       | \$ 250.00                 | Yes            | \$ 25.00 | \$ 275.00                 |
| 6 - 47                        | Tea and coffee service 1 - 50 people                          | Cost recovery     | Booking       | \$ 125.00                 | Yes            | \$ 12.50 | \$ 137.50                 |
| 6 - 48                        | Tea and coffee service 51 - 100 people                        | Cost recovery     | Booking       | \$ 200.00                 | Yes            | \$ 20.00 | \$ 220.00                 |
| 6 - 49                        | Tea, coffee and biscuits (continuous) 100 plus people         | Cost recovery     | Booking       | \$ -                      | Yes            | 10%      | POA                       |
| 6 - 50                        | Plate Up Kitchen  | Cost recovery     | Booking       | \$ 100.00                 | Yes            | \$ 10.00 | \$ 110.00                 |
| 6 - 51                        | Crockery Hire 1-50 people                                     | Cost recovery     | Booking       | \$ 51.82                  | Yes            | \$ 5.18  | \$ 57.00                  |
| 6 - 52                        | Crockery Hire 51-100 people                                   | Cost recovery     | Booking       | \$ 103.64                 | Yes            | \$ 10.36 | \$ 114.00                 |
| 6 - 53                        | Crockery Hire 100 plus people                                 | Cost recovery     | Booking       | \$ -                      | Yes            | 10%      | POA                       |
| 6 - 54                        | Box Office Set Up Non Council Venue                           | Cost recovery     | Cost recovery | 51.82 plus 12% commission | Yes            | 10%      | 51.82 plus 12% commission |
| 6 - 55                        | Box Office Set Up Council Venue                               | Cost recovery     | Cost recovery | 51.82 plus 10% commission | Yes            | 10%      | 51.82 plus 10% commission |
| 6 - 56                        | Box Office Set Up   | Cost recovery     | Cost recovery | 51.82 plus 5% commission  | Yes            | 10%      | 51.82 plus 5% commission  |

| 2020/21 CHANGES           |           |          |
|---------------------------|-----------|----------|
| 2020/21 Fees (inc GST)    | \$ Change | % Change |
| At cost plus 12.5%        |           |          |
| \$ 55.00                  | \$ -      | 0%       |
| \$ 55.00                  | \$ -      | 0%       |
| Actual Cost plus 12.5%    |           |          |
| \$ 100.00                 | \$ -      | 0%       |
| \$ 55.00                  | \$ -      | 0%       |
| \$ 45.00                  | \$ -      | 0%       |
| \$ 275.00                 | \$ -      | 0%       |
| \$ 137.50                 | \$ -      | 0%       |
| \$ 220.00                 | \$ -      | 0%       |
| POA                       |           |          |
| \$ 110.00                 | \$ -      | 0%       |
| \$ 57.00                  | \$ -      | 0%       |
| \$ 114.00                 | \$ -      | 0%       |
| POA                       |           |          |
| 51.82 plus 12% commission |           |          |
| 51.82 plus 10% commission |           |          |
| 51.82 plus 5% commission  |           |          |

| KEY DIRECTION 2 - OUR ECONOMY  |  |                   |                |   |                |          |   | 2020/21 CHANGES   |           |          |
|--------------------------------|--|-------------------|----------------|---|----------------|----------|---|---|-----------|----------|
| AIRPORT                        |  |                   |                |   |                |          |   |   |           |          |
| Item No                        | Particulars  | Pricing Policy ID | Basis          | 2019/20 Fees (ex GST)   | GST Applicable | GST      | 2019/20 Fees (Inc GST)  | 2020/21 Fees (Inc GST)  | \$ Change | % Change |
| <b>7 Airport Operations</b>    |  |                   |                |   |                |          |   |   |           |          |
| 7 - 1                          | Landing and Passenger Charges: Regular Passenger Transport (RPT) operators that operate on a set timetable regularly landing in Broken Hill more than twice in one week and where Airport facilities are made available to the operator and its passengers, including counter and baggage handling facilities. |                   |                |   |                |          |   |   |           |          |
| 7 - 2                          | RPT Passenger Charges (arriving and departing). Special arrangements may apply by Council Resolution.  | Cost Recovery     | Person         | Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)                         | Yes            | 10%      | Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)                         | Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)                         |           |          |
| 7 - 3                          | Up to 2500kg maximum take-off weight (MTOW) - account  | Cost recovery     | per landing    | \$ 15.91  | Yes            | \$ 1.59  | \$ 17.50  | \$ 17.50  | \$ -      | 0%       |
| 7 - 4                          | 2501kg to 5000kg maximum take-off weight (MTOW) - account  | Cost recovery     | per tonne      | \$ 15.91  | Yes            | \$ 1.59  | \$ 17.50  | \$ 17.50  | \$ -      | 0%       |
| 7 - 5                          | 5001kg to 15000kg MTOW - account   | Cost recovery     | per tonne      | \$ 27.27  | Yes            | \$ 2.73  | \$ 30.00  | \$ 30.00  | \$ -      | 0%       |
| 7 - 6                          | 15001kg plus MTOW  | Cost recovery     | per tonne      | \$ 40.91  | Yes            | \$ 4.09  | \$ 45.00  | \$ 45.00  | \$ -      | 0%       |
| 7 - 7                          | Military aircraft  | Cost recovery     | per tonne      | \$ 16.69  | Yes            | 1.66869  | \$ 18.36  | \$ 18.36  | \$ -      | 0%       |
| 7 - 8                          | Military helicopters   | Cost recovery     | per tonne      | \$ 8.34   | Yes            | 0.83382  | \$ 9.17   | \$ 9.17   | \$ -      | 0%       |
| 7 - 9                          | Aero Club of Broken Hill (Aircraft owned by Aero Club of Broken Hill)  | Community service | per tonne      | 33% of Fee  | Yes            | 10%      | 33% of Fee  | 33% of Fee  |           |          |
| 7 - 10                         | Operator offering pilot training as major part of operation  | Community service | per tonne      | 33% of Fee  | Yes            | 10%      | 33% of Fee  | 33% of Fee  |           |          |
| 7 - 11                         | Aircraft performing circuits - one landing fee per three touchdowns or part thereof - Landings must be on the same day   | Community service | Three landings | Aircraft performing circuits - one landing fee per three touchdowns or part thereof. Landings must be on the same day | Yes            | 10%      | Aircraft performing circuits - one landing fee per three touchdowns or part thereof. Landings must be on the same day | Aircraft performing circuits - one landing fee per three touchdowns or part thereof. Landings must be on the same day |           |          |
| 7 - 12                         | Aircraft deployed by Emergency Services (excl RFDS) responding to emergency  | Community service | per tonne      | No Charge   | Yes            | 10%      | No Charge   | No Charge   |           |          |
| 7 - 13                         | Hire of pilots meeting room (minimum for two hours) excluding pilots engaged in RPT  | Community service | per hour       | \$ 31.82  | Yes            | \$ 3.18  | \$ 35.00  | \$ 35.00  | \$ -      | 0%       |
| 7 - 14                         | Hire of pilots meeting room by pilots engaged in RPT   | Community service | per hour       | No Charge   | Yes            | 10%      | No Charge   | No Charge   |           |          |
| 7 - 14                         | Airport Reporting Officer supervision airside  | Cost recovery     | per hour       | \$ 109.09   | Yes            | \$ 10.91 | \$ 120.00   | \$ 120.00   | \$ -      | 0%       |
| 7 - 15                         | Airport Reporting Officer supervision airside outside normal operating hours, weekends, public holidays  | Cost recovery     | per hour       | \$ 218.18   | Yes            | \$ 21.82 | \$ 240.00   | \$ 240.00   | \$ -      | 0%       |
| 7 - 16                         | Royal Flying Doctor Service  | Community service | per tonne      | 50% of Fee  | Yes            | 10%      | 50% of Fee  | 50% of Fee  |           |          |
| <b>7 Aircraft Parking Area</b> |  |                   |                |   |                |          |   |   |           |          |
| 7 - 17                         | Aircraft parking allotments - exclusive of landing fees  | Cost recovery     | Month          | \$ 40.91  | Yes            | \$ 4.09  | \$ 45.00  | \$ 45.00  | \$ -      | 0%       |

| KEY DIRECTION 2 - OUR ECONOMY |  |                   |            |   |                |          |  |
|-------------------------------|--|-------------------|------------|---|----------------|----------|--|
| AIRPORT                       |  |                   |            |   |                |          |  |
| Item No                       | Particulars  | Pricing Policy ID | Basis      | 2019/20 Fees<br>(ex GST)                              | GST Applicable | GST      | 2019/20 Fees<br>(Inc GST)                        |
| 7 - 18                        | Non-commercial operator's parking allotments – inclusive of landing fees         | Cost recovery     | Month      | \$ 68.18  | Yes            | \$ 6.82  | \$ 75.00   |
| <b>7</b>                      | <b>Car Parking Hire (Secure car park)</b>  |                   |            |   |                |          |  |
| 7 - 19                        | Permanent space (per space)  | Cost recovery     | Month      | \$ 59.09  | Yes            | \$ 5.91  | \$ 65.00   |
| 7 - 20                        | Casual space (per space)   | Cost recovery     | Day        | \$ 9.09   | Yes            | \$ 0.91  | \$ 10.00   |
| <b>7</b>                      | <b>Car Parking (Unsecured parking in Public car park)</b>                        |                   |            |   |                |          |  |
| 7 - 21                        | First Three Hours  | Cost recovery     | Per Period | Free  | Yes            |          | Free   |
| 7 - 22                        | Three to Five Hours  | Cost recovery     | Per Period | \$ 5.45   | Yes            | \$ 0.55  | \$ 6.00  |
| 7 - 23                        | Five plus hours  | Cost recovery     | Per Day    | \$ 9.09   | Yes            | \$ 0.91  | \$ 10.00   |
| 7 - 24                        | Two plus Days  | Cost recovery     | Per Period | \$9.09 first day<br>\$5.45 for each<br>subsequent day | Yes            | 10%      | \$10 first day \$6 for<br>each subsequent<br>day |
| 7 - 25                        | Long Term Permit   | Cost recovery     | Per annum  | \$ 500.00   | Yes            | \$ 50.00 | \$ 550.00  |
| <b>7</b>                      | <b>Airport Terminal Building Advertising - External (Must be tourism linked)</b> |                   |            |   |                |          |  |
| 7 - 26                        | Signage 2.4m x 1.2m  | Market price      | Year       | POA   | Yes            | 10%      | POA  |

| 2020/21 CHANGES                                  |           |          |
|--|-----------|----------|
| 2020/21 Fees<br>(Inc GST)                        | \$ Change | % Change |
| \$ 75.00   | \$ -      | 0%       |
| \$ 65.00   | \$ -      | 0%       |
| \$ 10.00   | \$ -      | 0%       |
| Free   |           |          |
| \$ 6.00  | \$ -      | 0%       |
| \$ 10.00   | \$ -      | 0%       |
| \$10 first day \$6 for<br>each subsequent<br>day |           |          |
| \$ 550.00  | \$ -      | 0%       |
| POA  |           |          |

| KEY DIRECTION 3 - OUR ENVIRONMENT |  |                   |                     |                          |                |          |                           |
|-----------------------------------|--|-------------------|---------------------|--------------------------|----------------|----------|---------------------------|
| LIVING DESERT                     |  |                   |                     |                          |                |          |                           |
| Item No                           | Particulars  | Pricing Policy ID | Basis               | 2019/20 Fees<br>(ex GST) | GST Applicable | GST      | 2019/20 Fees<br>(Inc GST) |
| <b>8 General Admission</b>        |  |                   |                     |                          |                |          |                           |
| 8 - 1                             | Adult (each)   | Cost recovery     | Per visit           | \$ 5.45                  | Yes            | \$ 0.55  | \$ 6.00                   |
| 8 - 2                             | Concession (pensioners, student, seniors card, groups)   | Community service | Per visit           | \$ 5.45                  | Yes            | \$ 0.55  | \$ 6.00                   |
| 8 - 3                             | Child under 5 years  | Community service | Per visit           | No Charge                | No             |          | No Charge                 |
| 8 - 4                             | Family with children   | Cost recovery     | Per visit           | \$ 20.00                 | Yes            | \$ 2.00  | \$ 22.00                  |
| <b>8 Annual Passes</b>            |  |                   |                     |                          |                |          |                           |
| 8 - 5                             | Residents pass (each adult)  | Cost recovery     | Per person per year | \$ 20.00                 | Yes            | \$ 2.00  | \$ 22.00                  |
| 8 - 6                             | Residents pass - concession (each)   | Community service | Per person per year | \$ 16.36                 | Yes            | \$ 1.64  | \$ 18.00                  |
| <b>8 Primitve Camping</b>         |  |                   |                     |                          |                |          |                           |
| 8 - 7                             | Site fee - adult (each) per night  | Cost recovery     | Person              | \$ 9.09                  | Yes            | \$ 0.91  | \$ 10.00                  |
| 8 - 8                             | Site fee - child under 16 years (each) per night   | Community service | Person              | \$ 4.55                  | Yes            | \$ 0.45  | \$ 5.00                   |
| 8 - 9                             | Entry device deposit (refundable)  | Cost recovery     | Each                | \$ 45.45                 | Yes            | \$ 4.55  | \$ 50.00                  |
| <b>8 Function Hire</b>            |  |                   |                     |                          |                |          |                           |
| 8 - 10                            | Up to 100 persons  | Cost recovery     | Function            | \$ 104.55                | Yes            | \$ 10.45 | \$ 115.00                 |
| 8 - 11                            | 101 - 250 persons  | Cost recovery     | Function            | \$ 259.09                | Yes            | \$ 25.91 | \$ 285.00                 |
| 8 - 12                            | 251 persons and above  | Cost recovery     | Function            | \$ 513.64                | Yes            | \$ 51.36 | \$ 565.00                 |
| 8 - 13                            | Application for Public Liability Insurance Cover (Cost Recovery functions only) Note: This cover does not apply to incorporated bodies, sporting clubs or associations | Cost recovery     | Function            | \$ 54.55                 | Yes            | \$ 5.45  | \$ 60.00                  |
| <b>8 WILLYAMA COMMON</b>          |  |                   |                     |                          |                |          |                           |
| <b>8 Pounding and Impounding</b>  |  |                   |                     |                          |                |          |                           |
| 8 - 14                            | Driving fee  | Cost recovery     | Beast               | \$ 20.00                 | No             | \$ -     | \$ 20.00                  |
| 8 - 15                            | Impoundment fee  | Cost recovery     | Beast               | \$ 30.00                 | No             | \$ -     | \$ 30.00                  |
| 8 - 16                            | Release fee  | Cost recovery     | Beast               | \$ 30.00                 | No             | \$ -     | \$ 30.00                  |
| 8 - 17                            | Deterrent fee  | Cost recovery     | Beast               | \$ 40.00                 | No             | \$ -     | \$ 40.00                  |
| 8 - 18                            | Total cost per beast \$110.00 - one beast represents one horse or cow and equivalent to ten sheep or goats   | Cost recovery     | Beast               | \$ 110.00                | No             | \$ -     | \$ 110.00                 |
| 8 - 19                            | Sustenance fee   | Cost recovery     | Beast               | Actual Cost              | Yes            | 10%      | Actual Cost               |
| <b>8 Agistment</b>                |  |                   |                     |                          |                |          |                           |
| 8 - 20                            | Agistment Fees - up to three horses/cattle (charge per head)   | Cost recovery     | Week                | \$ 19.09                 | Yes            | \$ 1.91  | \$ 21.00                  |
| 8 - 21                            | Agistment Fees - up to 20 sheep/goats (charge per head)  | Cost recovery     | Week                | \$ 3.64                  | Yes            | \$ 0.36  | \$ 4.00                   |
| <b>8 Enrolment</b>                |  |                   |                     |                          |                |          |                           |
| 8 - 22                            | Application for enrolment as a commoner  | Cost recovery     | Each                | \$ 14.55                 | Yes            | \$ 1.45  | \$ 16.00                  |
| 8 - 23                            | Notice of Appeal - local land board against refusal of application for enrolment   | Cost recovery     | Each                | \$ 50.91                 | Yes            | \$ 5.09  | \$ 56.00                  |

| 2020/21 CHANGES           |           |          |
|---------------------------|-----------|----------|
| 2020/21 Fees<br>(Inc GST) | \$ Change | % Change |
| \$ 6.00                   | \$ -      | 0%       |
| \$ 6.00                   | \$ -      | 0%       |
| No Charge                 |           |          |
| \$ 22.00                  | \$ -      | 0%       |
| \$ 22.00                  | \$ -      | 0%       |
| \$ 18.00                  | \$ -      | 0%       |
| \$ 10.00                  | \$ -      | 0%       |
| \$ 5.00                   | \$ -      | 0%       |
| \$ 50.00                  | \$ -      | 0%       |
| \$ 118.00                 | \$ 3.00   | 2.6%     |
| \$ 291.00                 | \$ 6.00   | 2.1%     |
| \$ 577.00                 | \$ 12.00  | 2.1%     |
| \$ 61.00                  | \$ 1.00   | 1.7%     |
| \$ 20.00                  | \$ -      | 0%       |
| \$ 30.00                  | \$ -      | 0%       |
| \$ 30.00                  | \$ -      | 0%       |
| \$ 40.00                  | \$ -      | 0%       |
| \$ 110.00                 | \$ -      | 0%       |
| Actual Cost               |           |          |
| \$ 21.00                  | \$ -      | 0%       |
| \$ 4.00                   | \$ -      | 0%       |
| \$ 16.00                  | \$ -      | 0%       |
| \$ 56.00                  | \$ -      | 0%       |

| KEY DIRECTION 3 - OUR ENVIRONMENT    |   |                   |       |   |                |      |   |
|--------------------------------------|---|-------------------|-------|---|----------------|------|---|
| PLANNING, DEVELOPMENT AND COMPLIANCE |   |                   |       |   |                |      |   |
| Item No                              | Particulars   | Pricing Policy ID | Basis | 2019/20 Fees<br>(ex GST)  | GST Applicable | GST  | 2019/20 Fees<br>(inc GST)   |
| 10                                   | Development Consent/Development Application (DA) - Development involving the erection of a building, the carrying out of work or the demolition of a work or a building |                   |       |   |                |      |   |
| 10 - 1                               | DA fee - development for the purpose of one or more advertisements  | Statutory         | Each  | \$285.00 plus \$93.00 for each advertisement in excess of one   | No             | \$ - | \$285.00 plus \$93.00 for each advertisement in excess of one   |
| 10 - 2                               | DA fee - estimated cost up to \$5,000   | Statutory         | Each  | \$ 110.00   | No             | \$ - | \$ 110.00   |
| 10 - 3                               | DA fee - estimated cost between \$5,001 and \$50,000  | Statutory         | Each  | \$170.00 plus an additional \$3.00 for each \$1,000 (or part of \$1,000) of estimated cost                                  | No             | \$ - | \$170.00 plus an additional \$3.00 for each \$1,000 (or part of \$1,000) of estimated cost                                  |
| 10 - 4                               | DA fee - estimated cost between \$50,001 and \$250,000  | Statutory         | Each  | \$352.00 plus an additional \$3.64 for each \$1,000.00 (or part of \$1,000.00) by which the estimated cost exceeds \$50,000 | No             | \$ - | \$352.00 plus an additional \$3.64 for each \$1,000.00 (or part of \$1,000.00) by which the estimated cost exceeds \$50,000 |
| 10 - 5                               | DA fee - estimated cost between \$250,001 and \$500,000   | Statutory         | Each  | \$1,160.00 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000    | No             | \$ - | \$1,160.00 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000    |
| 10 - 6                               | DA fee - estimated cost between \$500,001 and \$1,000,000   | Statutory         | Each  | \$1,745.00 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000    | No             | \$ - | \$1,745.00 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000    |
| 10 - 7                               | DA fee - estimated cost between \$1,000,001 and \$10,000,000  | Statutory         | Each  | \$2,615.00 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000  | No             | \$ - | \$2,615.00 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000  |

| 2020/21 CHANGES   |           |          |
|---|-----------|----------|
| 2020/21 Fees<br>(inc GST)   | \$ Change | % Change |
| \$285.00 plus \$93.00 for each advertisement in excess of one   |           |          |
| \$ 110.00   | \$ -      | 0%       |
| \$170.00 plus an additional \$3.00 for each \$1,000 (or part of \$1,000) of estimated cost                                  |           |          |
| \$352.00 plus an additional \$3.64 for each \$1,000.00 (or part of \$1,000.00) by which the estimated cost exceeds \$50,000 |           |          |
| \$1,160.00 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000    |           |          |
| \$1,745.00 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000    |           |          |
| \$2,615.00 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000  |           |          |

| KEY DIRECTION 3 - OUR ENVIRONMENT  |   |                   |       |  |                |      |  |
|--|---|-------------------|-------|--|----------------|------|--|
| PLANNING, DEVELOPMENT AND COMPLIANCE   |   |                   |       |  |                |      |  |
| Item No  | Particulars   | Pricing Policy ID | Basis | 2019/20 Fees (ex GST)  | GST Applicable | GST  | 2019/20 Fees (inc GST)   |
| 10 - 8   | DA fee - estimated cost more than \$10,000,000  | Statutory         | Each  | \$15,875.00 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 | No             | \$ - | \$15,875.00 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 |
| 10 - 9   | DA fee - new dwelling-house (including alterations/additions/manufactured homes, etc) where estimated cost is \$100,000 or less | Statutory         | Each  | \$ 910.00  | No             | \$ - | \$ 910.00  |
| <b>10 Development NOT involving the erection of a building, the carrying out of work or a building</b> |   |                   |       |  |                |      |  |
| 10 - 10  | DA fee  | Statutory         | Each  | \$ 285.00  | No             | \$ - | \$ 285.00  |
| <b>10 Subdivision of Land</b>  |   |                   |       |  |                |      |  |
| 10 - 11  | DA fee - subdivision (not strata) - not involving the opening of a public road  | Statutory         | Each  | \$330.00, plus \$53.00 for each additional lot created by the subdivision  | No             | \$ - | \$330.00, plus \$53.00 for each additional lot created by the subdivision  |
| 10 - 12  | DA fee - subdivision (not strata) - involving the opening of a public road  | Statutory         | Each  | \$665.00 plus \$65.00 for each additional lot created by the subdivision   | No             | \$ - | \$665.00 plus \$65.00 for each additional lot created by the subdivision   |
| 10 - 13  | DA fee - strata subdivision   | Statutory         | Each  | \$330.00 plus \$65.00 for each additional lot created by the subdivision   | No             | \$ - | \$330.00 plus \$65.00 for each additional lot created by the subdivision   |
| <b>10 Development Application - Additional Fees</b>  |   |                   |       |  |                |      |  |
| 10 - 14  | DA fee - development requiring neighbour notification and/or local advertising under DCP/EPI                                    | Statutory         | Each  | \$ 300.00  | No             | \$ - | \$ 300.00  |
| 10 - 15  | DA fee - advertised/prohibited development advertising fee  | Statutory         | Each  | \$1,105.00 (unspent portion to be refunded)  | No             | \$ - | \$1,105.00 (unspent portion to be refunded)  |
| 10 - 16  | DA fee - residential flat development requiring referral to design review panel   | Statutory         | Each  | \$ 760.00  | No             | \$ - | \$ 760.00  |
| 10 - 17  | DA fee - lodgement of plans at Essential Water  | Cost recovery     | Each  | \$84.03 plus Essential Water Fee   | Yes            | 10%  | \$92.40 plus Essential Water Fee   |
| 10 - 18  | DA fee - development which requires concurrence   | Statutory         | Each  | \$140.00 processing fee, plus \$320.00 for each Concurrence Authority (excess authority fee to be refunded)                  | No             | \$ - | \$140.00 processing fee, plus \$320.00 for each Concurrence Authority (excess authority fee to be refunded)                  |

| 2020/21 CHANGES  |           |          |
|--|-----------|----------|
| 2020/21 Fees (inc GST)   | \$ Change | % Change |
| \$15,875.00 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 |           |          |
| \$ 910.00  | \$ -      | 0%       |
| \$ 285.00  | \$ -      | 0%       |
| \$330.00, plus \$53.00 for each additional lot created by the subdivision  |           |          |
| \$665.00 plus \$65.00 for each additional lot created by the subdivision   |           |          |
| \$330.00 plus \$65.00 for each additional lot created by the subdivision   |           |          |
| \$ 300.00  | \$ -      | 0%       |
| \$1,105.00 (unspent portion to be refunded)  |           |          |
| \$ 760.00  | \$ -      | 0%       |
| \$92.40 plus Essential Water Fee   |           |          |
| \$140.00 processing fee, plus \$320.00 for each Concurrence Authority (excess authority fee to be refunded)                  |           |          |



| KEY DIRECTION 3 - OUR ENVIRONMENT    |  |                   |                           |  |                |      |  |
|--------------------------------------|--|-------------------|---------------------------|--|----------------|------|--|
| PLANNING, DEVELOPMENT AND COMPLIANCE |  |                   |                           |  |                |      |  |
| Item No                              | Particulars  | Pricing Policy ID | Basis                     | 2019/20 Fees (ex GST)  | GST Applicable | GST  | 2019/20 Fees (inc GST)   |
| 10 - 19                              | DA fee - integrated development  | Statutory         | Each                      | \$140.00 processing fee, plus \$320.00 for each approval body (excess approval body fee to be refunded)                | No             | \$ - | \$140.00 processing fee, plus \$320.00 for each approval body (excess approval body fee to be refunded)                |
| 10 - 20                              | DA fee - section 94A levy - estimated cost up to \$100,000   | Statutory         | Each                      | No Charge  | No             | \$ - | No Charge  |
| 10 - 21                              | DA fee - section 94A levy - estimated cost \$100,001 - \$200,000 (maximum percentage of levy)  | Statutory         | Each                      | 0.5% of Actual Cost  | No             | \$ - | 0.5% of Actual Cost  |
| 10 - 22                              | DA fee - section 94A levy - estimated cost more than \$200,000 (maximum percentage of levy)  | Statutory         | Each                      | 1% of Actual Cost  | No             | \$ - | 1% of Actual Cost  |
| 10 - 23                              | DA fee - designated development  | Statutory         | Each                      | DA Fee, plus \$920.00  | No             | \$ - | DA Fee, plus \$920.00  |
| 10 - 24                              | DA fee - advertising for designated development (unused portion to be refunded)  | Statutory         | Each                      | \$ 2,220.00  | No             | \$ - | \$ 2,220.00  |
| 10 - 25                              | Amendment of Local Environmental Plan (LEP) (including rezoning)   | Statutory         | Each                      | \$5,105.00 plus Actual Cost  | No             | \$ - | \$5,105.00 plus Actual Cost  |
| 10 - 26                              | Fee to scan plans (when no digital copy is provided as required) - \$1 per page per application (see Fees and Charges Section 13-19)                             | Cost recovery     | Each page per Application | POA  | Yes            | 10%  | POA  |
| <b>10</b>                            | <b>Development Consent - Review of Determination</b>   |                   |                           |  |                |      |  |
| 10 - 27                              | Review DA - not involving erection of a building, the carrying out of a work, or the demolition of a work or building  | Statutory         | Each                      | 50% of original DA fee   | No             | \$ - | 50% of original DA fee   |
| 10 - 28                              | Review DA - involving new dwelling development/alterations/additions (including transportable and removable dwellings) where estimated cost is \$100,000 or less | Statutory         | Each                      | \$ 190.00  | No             | \$ - | \$ 190.00  |
| 10 - 29                              | Review DA - other development - estimated cost up to \$5,000   | Statutory         | Each                      | \$ 55.00   | No             | \$ - | \$ 55.00   |
| 10 - 30                              | Review DA - other development - estimated cost between \$5001 and \$250,000  | Statutory         | Each                      | \$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost                          | No             | \$ - | \$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost                          |
| 10 - 31                              | Review DA - other development - estimated cost between \$250,001 and \$500,000   | Statutory         | Each                      | \$500.00 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000 | No             | \$ - | \$500.00 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000 |

| 2020/21 CHANGES  |           |          |
|--|-----------|----------|
| 2020/21 Fees (inc GST)   | \$ Change | % Change |
| \$140.00 processing fee, plus \$320.00 for each approval body (excess approval body fee to be refunded)                |           |          |
| No Charge  |           |          |
| 0.5% of Actual Cost  |           |          |
| 1% of Actual Cost  |           |          |
| DA Fee, plus \$920.00  |           |          |
| \$ 2,220.00  | \$ -      | 0%       |
| \$5,105.00 plus Actual Cost  |           |          |
| POA  |           |          |
| 50% of original DA fee   |           |          |
| \$ 190.00  | \$ -      | 0%       |
| \$ 55.00   | \$ -      | 0%       |
| \$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost                          |           |          |
| \$500.00 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000 |           |          |

| KEY DIRECTION 3 - OUR ENVIRONMENT    |  |                   |       |   |                |      |   |
|--------------------------------------|--|-------------------|-------|---|----------------|------|---|
| PLANNING, DEVELOPMENT AND COMPLIANCE |  |                   |       |   |                |      |   |
| Item No                              | Particulars  | Pricing Policy ID | Basis | 2019/20 Fees (ex GST)   | GST Applicable | GST  | 2019/20 Fees (inc GST)  |
| 10 - 32                              | Review DA - other development - estimated cost between \$500,001 and \$1,000,000                                       | Statutory         | Each  | \$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000      | No             | \$ - | \$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000      |
| 10 - 33                              | Review DA - other development - estimated cost between \$1,000,001 and \$10,000,000                                    | Statutory         | Each  | \$987.00 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000    | No             | \$ - | \$987.00 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000    |
| 10 - 34                              | Review DA - other development - estimated cost more than \$10,000,000  | Statutory         | Each  | \$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 | No             | \$ - | \$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 |
| <b>10</b>                            | <b>Review of Decision to Reject DA</b>   |                   |       |   |                |      |   |
| 10 - 35                              | Review decision to reject DA where estimated cost is less than \$100,000   | Statutory         | Each  | \$ 55.00  | No             | \$ - | \$ 55.00  |
| 10 - 36                              | Review decision to reject DA where estimated cost is \$100,000 or more and less than or equal to \$1,000,000           | Statutory         | Each  | \$ 150.00   | No             | \$ - | \$ 150.00   |
| 10 - 37                              | Review decision to reject DA where estimated cost is more than \$1,000,000   | Statutory         | Each  | \$ 250.00   | No             | \$ - | \$ 250.00   |
| <b>10</b>                            | <b>Application to Modify Consent - Specified Cases</b>   |                   |       |   |                |      |   |
| 10 - 38                              | Modification of consent - S96 (1) - to correct a minor error, incorrect description or miscalculation                  | Statutory         | Each  | \$ 71.00  | No             | \$ - | \$ 71.00  |
| 10 - 39                              | Modification of consent - S96 (1A) - modification of minimal environmental impact                                      | Statutory         | Each  | \$645.00 or 50% of original DA fee, whichever is lesser   | No             | \$ - | \$645.00 or 50% of original DA fee, whichever is lesser   |
| 10 - 40                              | Modification of consent - S96 (2) - modification NOT of minimal environmental impact, original fee was less than \$100 | Statutory         | Each  | 50% of original DA fee, plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)                    | No             | \$ - | 50% of original DA fee, plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)                    |

| 2020/21 CHANGES   |           |          |
|---|-----------|----------|
| 2020/21 Fees (inc GST)  | \$ Change | % Change |
| \$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000      |           |          |
| \$987.00 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000    |           |          |
| \$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 |           |          |
| \$ 55.00  | \$ -      | 0%       |
| \$ 150.00   | \$ -      | 0%       |
| \$ 250.00   | \$ -      | 0%       |
| \$ 71.00  | \$ -      | 0%       |
| \$645.00 or 50% of original DA fee, whichever is lesser   |           |          |
| 50% of original DA fee, plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)                    |           |          |

| KEY DIRECTION 3 - OUR ENVIRONMENT    |  |                   |       |  |                |      |  |
|--------------------------------------|--|-------------------|-------|--|----------------|------|--|
| PLANNING, DEVELOPMENT AND COMPLIANCE |  |                   |       |  |                |      |  |
| Item No                              | Particulars  | Pricing Policy ID | Basis | 2019/20 Fees<br>(ex GST)   | GST Applicable | GST  | 2019/20 Fees<br>(inc GST)  |
| 10 - 41                              | Modification of consent - S96 (2) - modification NOT of minimal environmental impact, original fee was \$100 or more and development does NOT involve the erection of a building, the carrying out of a work, or the demolition of a work or building                                    | Statutory         | Each  | 50% of original DA fee, plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)                 | No             | \$ - | 50% of original DA fee, plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)                 |
| 10 - 42                              | Modification of consent - S96 (2) - modification NOT of minimal environmental impact, original fee was \$100 or more and development involves new dwelling development/alterations/additions (including transportable and removable dwellings) where estimated cost is \$100,000 or less | Statutory         | Each  | \$190.00 plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)                                | No             | \$ - | \$190.00 plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)                                |
| 10                                   | <b>Application to Modify Consent - Non minimal impact - Other development - Original Fee &gt;\$100</b>   |                   |       |  |                |      |  |
| 10 - 43                              | Modification of consent - S96 (2) - estimated cost of development up to \$5,000  | Statutory         | Each  | \$ 55.00   | No             | \$ - | \$ 55.00   |
| 10 - 44                              | Modification of consent - S96 (2) - estimated cost of development between \$5,001 and \$250,000  | Statutory         | Each  | \$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost                            | No             | \$ - | \$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost                            |
| 10 - 45                              | Modification of consent - S96 (2) - estimated cost of development between \$250,001 and \$500,000  | Statutory         | Each  | \$500.00 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000   | No             | \$ - | \$500.00 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000   |
| 10 - 46                              | Modification of consent - S96 (2) - estimated cost of development between \$500,001 and \$1,000,000  | Statutory         | Each  | \$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000   | No             | \$ - | \$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000   |
| 10 - 47                              | Modification of consent - S96 (2) - estimated cost of development between \$1,000,001 and \$10,000,000   | Statutory         | Each  | \$987.00 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000 | No             | \$ - | \$987.00 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000 |

| 2020/21 CHANGES  |           |          |
|--|-----------|----------|
| 2020/21 Fees<br>(inc GST)  | \$ Change | % Change |
| 50% of original DA fee, plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)                 |           |          |
| \$190.00 plus \$665.00 if notice is required (unspent portion of \$665.00 to be refunded)                                |           |          |
| \$ 55.00   | \$ -      | 0%       |
| \$85.00 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost                            |           |          |
| \$500.00 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000   |           |          |
| \$712.00 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000   |           |          |
| \$987.00 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000 |           |          |

| KEY DIRECTION 3 - OUR ENVIRONMENT   |  |                   |               |   |                |          |   |
|---|--|-------------------|---------------|---|----------------|----------|---|
| PLANNING, DEVELOPMENT AND COMPLIANCE  |  |                   |               |   |                |          |   |
| Item No   | Particulars  | Pricing Policy ID | Basis         | 2019/20 Fees (ex GST)   | GST Applicable | GST      | 2019/20 Fees (inc GST)  |
| 10 - 48   | Modification of consent - S96 (2) - estimated cost of development more than \$10,000,000   | Statutory         | Each          | \$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 | No             | \$ -     | \$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 |
| <b>10 Application to Modify Consent - Review</b>  |  |                   |               |   |                |          |   |
| 10 - 49   | Application under S96AB to review decision regarding modification application  | Statutory         | Each          | 50% of original modification application fee  | No             | \$ -     | 50% of original modification application fee  |
| <b>10 CERTIFICATES - Construction Certificate (CC), Subdivision Works Certificate (SWC) and Complying Development Certificate (CDC)</b> |  |                   |               |   |                |          |   |
| 10 - 50   | CC/SWC - estimated cost up to \$5,000  | Market price      | Each          | \$ 45.45  | Yes            | \$ 4.55  | \$ 50.00  |
| 10 - 51   | CC/SWC - estimated cost more than \$5,000 up to \$250,000  | Market price      | Each          | \$36.36 plus \$3 per \$1000 of estimated value  | Yes            | 10%      | \$40 plus \$3 per \$1000 of estimated value   |
| 10 - 52   | CC/SWC - estimated cost more than \$250,000  | Market price      | Each          | \$445.45 plus \$1.20 per \$1000 of estimated value  | Yes            | 10%      | \$490 plus \$1.20 per \$1000 of estimated value   |
| 10 - 53   | Construction/Subdivision work inspection fee (applicable to re-inspections and inspections where Council is not Principal Certifying Authority)                          | Market price      | Each          | \$ 118.18   | Yes            | \$ 11.82 | \$ 130.00   |
| 10 - 54   | Construction certificate - amendment   | Market price      | Each          | 50% of original CC fee  | Yes            | 10%      | 50% of original CC fee  |
| 10 - 55   | Administration charge - CC/SWC application withdrawal prior to assessment completion   | Market price      | Each          | 40% of CC fee (minimum \$50)  | Yes            | 10%      | 40% of CC fee (minimum \$50)  |
| <b>10 Complying Development Certificates (CDC)</b>  |  |                   |               |   |                |          |   |
| 10 - 56   | For building works up to \$10,000  | Market price      | Cost Recovery | \$ 250.00   | Yes            | \$ 25.00 | \$ 275.00   |
| 10 - 57   | For building works valued \$10,001 - \$99,999  | Market price      | Cost Recovery | \$250 plus \$2.50 per thousand over \$10,000  | Yes            | 10%      | \$275 plus \$2.75 per thousand over \$10,000  |
| 10 - 58   | For building works valued \$100,000 - \$249,999  | Market price      | Cost Recovery | \$475 plus \$2 per thousand over \$100,000  | Yes            | 10%      | \$522.50 plus \$2.20 per thousand over \$100,000  |
| 10 - 59   | For building works valued \$250,000 or over  | Market price      | Cost Recovery | \$775 plus \$1.50 per thousand over \$250,000   | Yes            | 10%      | \$852.50 plus \$1.65 per thousand over \$250,000  |
| 10 - 60   | For demolition works   | Market price      | Cost Recovery | \$ 250.00   | Yes            | \$ 25.00 | \$ 275.00   |
| <b>10 Principal Certifying Authority (PCA) Fees (Council as PCA)</b>  |  |                   |               |   |                |          |   |
| 10 - 61   | Minor Structures - carport, verandah, shed/garage with no internal lining, aboveground pools (includes up to two inspections and one Occupation Certificate application) | Market price      | Cost Recovery | \$ 181.82   | Yes            | \$ 18.18 | \$ 200.00   |
| 10 - 62   | Residential Alterations/Additions - no wet areas - lined garage/shed (includes up to three inspections and one Occupation Certificate application)                       | Market price      | Cost Recovery | \$ 272.73   | Yes            | \$ 27.27 | \$ 300.00   |

| 2020/21 CHANGES   |           |          |
|---|-----------|----------|
| 2020/21 Fees (inc GST)  | \$ Change | % Change |
| \$4,737.00 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 |           |          |
| 50% of original modification application fee  |           |          |
| \$ 50.00  | \$ -      | 0%       |
| \$40 plus \$3 per \$1000 of estimated value   |           |          |
| \$490 plus \$1.20 per \$1000 of estimated value   |           |          |
| \$ 130.00   | \$ -      | 0%       |
| 50% of original CC fee  |           |          |
| 40% of CC fee (minimum \$50)  |           |          |
| \$ 275.00   | \$ -      | 0%       |
| \$275 plus \$2.75 per thousand over \$10,000  |           |          |
| \$522.50 plus \$2.20 per thousand over \$100,000  |           |          |
| \$852.50 plus \$1.65 per thousand over \$250,000  |           |          |
| \$ 275.00   | \$ -      | 0%       |
| \$ 204.00   | \$ 4.00   | 2.0%     |
| \$ 307.00   | \$ 7.00   | 2.3%     |

| KEY DIRECTION 3 - OUR ENVIRONMENT    |   |                   |  |  |                |          |  |
|--------------------------------------|---|-------------------|--|--|----------------|----------|--|
| PLANNING, DEVELOPMENT AND COMPLIANCE |   |                   |  |  |                |          |  |
| Item No                              | Particulars   | Pricing Policy ID | Basis                                    | 2019/20 Fees (ex GST)                            | GST Applicable | GST      | 2019/20 Fees (inc GST)                           |
| 10 - 63                              | Residential Alterations/Additions with wet area - in-ground swimming pools (includes up to four inspections and one Occupation Certificate application)                                   | Market price      | Cost Recovery                            | \$ 351.82  | Yes            | \$ 35.18 | \$ 387.00  |
| 10 - 64                              | New Dwelling (includes up to five inspections and one Occupation Certificate application)   | Market price      | Cost Recovery                            | \$ 436.36  | Yes            | \$ 43.64 | \$ 480.00  |
| 10 - 65                              | Commercial/Industrial/Public Building with no increase in floor area (includes up to three inspections and one Occupation Certificate application)  | Market price      | Cost Recovery                            | \$ 286.36  | Yes            | \$ 28.64 | \$ 315.00  |
| 10 - 66                              | Commercial/Industrial/Public Building with total floor area up to 200m <sup>2</sup> (includes up to four inspections and one Occupation Certificate application)                          | Market price      | Cost Recovery                            | \$ 409.09  | Yes            | \$ 40.91 | \$ 450.00  |
| 10 - 67                              | Commercial/Industrial/Public Building with total floor area between 201 and 500m <sup>2</sup> (includes up to five inspections and one Occupation Certificate application)                | Market price      | Cost Recovery                            | \$ 454.55  | Yes            | \$ 45.45 | \$ 500.00  |
| 10 - 68                              | Commercial/Industrial/Public Building with total floor area between 500m <sup>2</sup> and 2000m <sup>2</sup> (includes up to five inspections and one Occupation Certificate application) | Market price      | Cost Recovery                            | \$ 613.64  | Yes            | \$ 61.36 | \$ 675.00  |
| 10 - 69                              | Commercial/Industrial/Public Building with total floor area over 2000m <sup>2</sup> (includes up to five inspections and one Occupation Certificate application)                          | Market price      | Cost Recovery                            | \$ 818.18  | Yes            | \$ 81.82 | \$ 900.00  |
| 10 - 70                              | Additional Inspection   | Market price      | Cost Recovery                            | \$ 81.82   | Yes            | \$ 8.18  | \$ 90.00   |
| 10 - 71                              | Occupation Certificate Application (in addition to the one included with PCA services fee)  | Market price      | Cost Recovery                            | 0.1% of estimated value of works (minimum \$100) | Yes            | 10%      | 0.1% of estimated value of works (minimum \$100) |
| 10 - 72                              | Occupation Certificate for Change of Building use (no building work carried out)  | Market price      | Cost Recovery                            | \$ 181.82  | Yes            | \$ 18.18 | \$ 200.00  |
| <b>10</b>                            | <b>Subdivision Certificate (SC)</b>   |                   |  |  |                |          |  |
| 10 - 73                              | Subdivision Certificate (LGA Act) - 1 - 10 lots   | Market price      | Each                                     | \$ 109.09  | Yes            | \$ 10.91 | \$ 120.00  |
| 10 - 74                              | Subdivision Certificate (LGA Act) - more than 10 lots   | Market price      | Each                                     | \$ 150.91  | Yes            | \$ 15.09 | \$ 166.00  |
| <b>10</b>                            | <b>Compliance Certificates</b>  |                   |  |  |                |          |  |
| 10 - 75                              | Compliance Certificate (under Part 4A of EP&A Act 1979) per hour (or part hour) - minimum one hour  | Market price      | Hour                                     | \$ 115.45  | Yes            | \$ 11.55 | \$ 127.00  |
| 10 - 76                              | Critical Stage inspection where Council is not PCA  | Market price      | Hour                                     | \$ 136.36  | Yes            | \$ 13.64 | \$ 150.00  |
| <b>10</b>                            | <b>Loggement of Certificate</b>   |                   |  |  |                |          |  |
| 10 - 77                              | CDC or part 4A certificate registration fee (cost recovery certifiers)  | Statutory         | Each                                     | \$ 32.73   | Yes            | \$ 3.27  | \$ 36.00   |
| <b>10</b>                            | <b>Section 10.7 (formerly Section 149) Planning Certificates</b>  |                   |  |  |                |          |  |
| 10 - 78                              | Section 10.7 (5) (formerly Section 149 (5))   | Statutory         | Each                                     | \$ 80.00   | No             | \$ -     | \$ 80.00   |
| 10 - 79                              | Section 10.7 (2) (formerly Section 149 (2))   | Statutory         | Each                                     | \$ 53.00   | No             | \$ -     | \$ 53.00   |
| 10 - 80                              | Section 10.7 (formerly Section 149) urgent fee (additional to normal fee)   | Cost recovery     | Each                                     | \$ 75.45   | Yes            | \$ 7.55  | \$ 83.00   |
| 10 - 81                              | Section 10.7 (formerly Section 149) administration charge (cancellation of application)   | Cost recovery     | Each                                     | 50% of the original fee                          | Yes            | 10%      | 50% of the original fee                          |
| 10 - 82                              | Section 10.7 (formerly Section 149) Certificate - certified copy  | Statutory         | Each                                     | \$ 53.00   | No             | \$ -     | \$ 53.00   |
| <b>10</b>                            | <b>Division 6.7 Building Information Certificate</b>  |                   |  |  |                |          |  |
| 10 - 83                              | Building Certificate - class 1 building (together with any class 10 buildings on the site) or a class 10 building   | Statutory         | Per dwelling in building or on allotment | \$ 250.00  | No             | \$ -     | \$ 250.00  |

| 2020/21 CHANGES                                  |           |          |
|--|-----------|----------|
| 2020/21 Fees (inc GST)                           | \$ Change | % Change |
| \$ 396.00  | \$ 9.00   | 2.3%     |
| \$ 491.00  | \$ 11.00  | 2.3%     |
| \$ 322.00  | \$ 7.00   | 2.2%     |
| \$ 460.00  | \$ 10.00  | 2.2%     |
| \$ 511.00  | \$ 11.00  | 2.2%     |
| \$ 690.00  | \$ 15.00  | 2.2%     |
| \$ 920.00  | \$ 20.00  | 2.2%     |
| \$ 92.00   | \$ 2.00   | 2.2%     |
| 0.1% of estimated value of works (minimum \$100) |           |          |
| \$ 204.00  | \$ 4.00   | 2.0%     |
| \$ 120.00  | \$ -      | 0%       |
| \$ 166.00  | \$ -      | 0%       |
| \$ 130.00  | \$ 3.00   | 2.4%     |
| \$ 153.00  | \$ 3.00   | 2.0%     |
| \$ 36.00   | \$ -      | 0%       |
| \$ 80.00   | \$ -      | 0%       |
| \$ 53.00   | \$ -      | 0%       |
| \$ 83.00   | \$ -      | 0%       |
| 50% of the original fee                          |           |          |
| \$ 53.00   | \$ -      | 0%       |
| \$ 250.00  | \$ -      | 0%       |

| KEY DIRECTION 3 - OUR ENVIRONMENT   |  |                   |   |   |                |      |   |
|---|--|-------------------|---|---|----------------|------|---|
| PLANNING, DEVELOPMENT AND COMPLIANCE  |  |                   |   |   |                |      |   |
| Item No   | Particulars  | Pricing Policy ID | Basis   | 2019/20 Fees (ex GST)   | GST Applicable | GST  | 2019/20 Fees (inc GST)  |
| 10 - 84   | Building Certificate - part of a building consisting of an external wall only or does not otherwise have a floor area  | Statutory         | Each  | \$ 250.00   | No             | \$ - | \$ 250.00   |
| 10 - 85   | Building Certificate - class 2-9 building - floor area of building or part not exceeding 200 sq metres   | Statutory         | Each  | \$ 250.00   | No             | \$ - | \$ 250.00   |
| 10 - 86   | Building Certificate - class 2-9 building - floor area between 200m <sup>2</sup> and 2,000 m <sup>2</sup>  | Statutory         | Each  | \$250.00 plus \$0.50 per square metre over 200                            | No             | \$ - | \$250.00 plus \$0.50 per square metre over 200                            |
| 10 - 87   | Building Certificate - class 2-9 building - floor area exceeding 2,000 sq metres   | Statutory         | Each  | \$1,165.00 plus additional \$0.075 per square metre over 2000             | No             | \$ - | \$1,165.00 plus additional \$0.075 per square metre over 2000             |
| 10 - 88   | Division 6.7 Building Information Certificate - class 2 building that comprises two dwellings only   | Statutory         | Each  | As per class 1 building   | No             | \$ - | As per class 1 building   |
| 10 - 89   | Building certificate where DA/CC/CDC was required for the erection of the building and no such consent or certificate was obtained (where applicant erected the building) - REF CI260 EP&A Reg 2000  | Statutory         | Each case   | Applicable Building Certificate Fee, plus applicable DA & CC (or CDC) fee | No             | \$ - | Applicable Building Certificate Fee, plus applicable DA & CC (or CDC) fee |
| 10 - 90   | Building certificate - additional fee where more than one inspection is necessary  | Statutory         | Each application  | \$ 90.00  | No             | \$ - | \$ 90.00  |
| 10 - 91   | Copy of Building Certificate   | Statutory         | Each  | \$ 13.00  | No             | \$ - | \$ 13.00  |
| <b>10 Certificates as to Notices / Orders</b>                                 |  |                   |   |   |                |      |   |
| 10 - 92   | Local Government Act 1993, s735(A) certificate application   | Cost recovery     | Each  | \$ 73.00  | No             | \$ - | \$ 73.00  |
| <b>10 OTHER - PLANNING, BUILDING AND COMPLIANCE</b>                           |  |                   |   |   |                |      |   |
| <b>10 Manufactured Homes, Relocatable dwellings and associated structures</b> |  |                   |   |   |                |      |   |
| 10 - 93   | Application (under s68 of Local Government Act 1993) to install manufactured home, or other moveable dwelling (includes two inspections)   | Cost recovery     | Each  | \$ 545.45   | No             | \$ - | \$ 545.45   |
| 10 - 94   | Additional Inspection for Manufactured home, moveable dwelling or associated structure   | Cost recovery     | Each  | \$ 81.81  | No             | \$ - | \$ 81.81  |
| <b>10 Other Local Government Act s68 Approvals</b>                            |  |                   |   |   |                |      |   |
| 10 - 95   | Part C2 or C3 - Place waste/waste storage container in a public place other than a road  | Cost recovery     | \$100 per application and \$20 per week or part thereof | \$100 per application and \$20 per week or part thereof                   | No             | \$ - | \$100 per application and \$20 per week or part thereof                   |
| 10 - 96   | Part E1 - Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway  | Cost recovery     | \$50 per annum  | \$ 50.00  | No             | \$ - | \$ 50.00  |
| 10 - 97   | Part E2 - Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road | Cost recovery     | \$50 per annum  | \$ 50.00  | No             | \$ - | \$ 50.00  |

| 2020/21 CHANGES   |           |          |
|---|-----------|----------|
| 2020/21 Fees (inc GST)  | \$ Change | % Change |
| \$ 250.00   | \$ -      | 0%       |
| \$ 250.00   | \$ -      | 0%       |
| \$250.00 plus \$0.50 per square metre over 200                            |           |          |
| \$1,165.00 plus additional \$0.075 per square metre over 2000             |           |          |
| As per class 1 building   |           |          |
| Applicable Building Certificate Fee, plus applicable DA & CC (or CDC) fee |           |          |
| \$ 90.00  | \$ -      | 0%       |
| \$ 13.00  | \$ -      | 0%       |
| \$ 75.00  | \$ 2.00   | 2.7%     |
| \$ 557.00   | \$ 11.55  | 2.1%     |
| \$ 84.00  | \$ 2.19   | 2.7%     |
| \$100 per application and \$20 per week or part thereof                   |           |          |
| \$ 50.00  | \$ -      | 0%       |
| \$ 50.00  | \$ -      | 0%       |



| KEY DIRECTION 3 - OUR ENVIRONMENT    |  |                   |  |                       |                |          |                        |
|--------------------------------------|--|-------------------|--|-----------------------|----------------|----------|------------------------|
| PLANNING, DEVELOPMENT AND COMPLIANCE |  |                   |  |                       |                |          |                        |
| Item No                              | Particulars  | Pricing Policy ID | Basis  | 2019/20 Fees (ex GST) | GST Applicable | GST      | 2019/20 Fees (inc GST) |
| 10 - 98                              | Part F2 and 3 - Operate a caravan park/camping ground or manufactured home estate  | Cost recovery     | \$250 per application (approval valid for 5 years) | \$ 250.00             | No             | \$ -     | \$ 250.00              |
| 10 - 99                              | Amusement devices - small devices (defined in the Local Government (General) Regulation 2005)                            | Statutory         | Each   | Exempt                | No             | \$ -     | Exempt                 |
| 10 - 100                             | Amusement devices - application fee for approval   | Cost recovery     | Each   | \$ 50.00              | No             | \$ -     | \$ 50.00               |
| 10 - 101                             | Amusement devices - application fee for approval children's devices <10 seats  | Cost recovery     | Each   | Exempt                | No             | \$ -     | Exempt                 |
| <b>10</b>                            | <b>Fire Safety</b>   |                   |  |                       |                |          |                        |
| 10 - 102                             | Fire safety inspection service (for existing and new buildings) initial inspection                                       | Market price      | Hour   | \$ 109.09             | Yes            | \$ 10.91 | \$ 120.00              |
| 10 - 103                             | Fire safety inspection service (for existing and new buildings) additional inspection                                    | Market price      | Hour   | \$ 118.18             | Yes            | \$ 11.82 | \$ 130.00              |
| 10 - 104                             | Late fire safety statement processing fee  | Cost recovery     | Each   | \$ 78.18              | Yes            | \$ 7.82  | \$ 86.00               |
| <b>10</b>                            | <b>Septic Tanks, Aerated Wastewater Treatment Systems (AWTS), Waste Water/Grey Water Treatment Systems</b>               |                   |  |                       |                |          |                        |
| 10 - 105                             | Application to install septic system (includes registration)   | Cost recovery     | Each   | \$ 288.00             | No             | \$ -     | \$ 288.00              |
| 10 - 106                             | Application to install aerated wastewater treatment system (includes registration)                                       | Cost recovery     | Each   | \$ 349.00             | No             | \$ -     | \$ 349.00              |
| 10 - 107                             | Amended application to install septic or AWTS  | Cost recovery     | Each   | \$ 92.00              | No             | \$ -     | \$ 92.00               |
| 10 - 108                             | Onsite sewerage management inspections - low, medium and high categories   | Cost recovery     | Each   | \$ 123.00             | No             | \$ -     | \$ 123.00              |
| 10 - 109                             | Application to register a septic tank, AWTS, or onsite water treatment   | Cost recovery     | Each   | \$ 41.00              | No             | \$ -     | \$ 41.00               |
| <b>10</b>                            | <b>Swimming Pools</b>  |                   |  |                       |                |          |                        |
| 10 - 110                             | First inspection since person became owner, or since a certificate of compliance ceased to be valid                      | Statutory         | Each   | \$ 150.00             | No             | \$ -     | \$ 150.00              |
| 10 - 111                             | Any or all subsequent inspections since person became owner, or since a certificate of compliance ceased to be valid     | Statutory         | Each   | \$ 100.00             | No             | \$ -     | \$ 100.00              |
| 10 - 112                             | Application for exemption - S22 Swimming Pools Act 1992  | Statutory         | Each   | \$ 250.00             | No             | \$ -     | \$ 250.00              |
| 10 - 113                             | Registration - S30B Swimming Pools Act 1992  | Statutory         | Each   | \$ 10.00              | No             | \$ -     | \$ 10.00               |
| 10 - 114                             | Public pool registration fee - S35(2) Public Health Act 2010   | Statutory         | Each   | \$ 100.00             | No             | \$ -     | \$ 100.00              |
| 10 - 115                             | Public Swimming Pool Inspection - Public Health Act 2010   | Cost recovery     | Each   | \$ 78.00              | No             | \$ -     | \$ 78.00               |
| 10 - 116                             | Swimming Pool Safety signage (CPR Charts)  | Cost recovery     | Each   | \$ 22.73              | Yes            | \$ 2.27  | \$ 25.00               |
| <b>10</b>                            | <b>Registered Premises</b>   |                   |  |                       |                |          |                        |
| 10 - 117                             | Food premises inspection   | Cost recovery     | Hour or part thereof                               | \$ 97.00              | Yes            | \$ 9.70  | \$ 106.70              |
| 10 - 118                             | Inspection - animal establishments (including pet food shops)  | Cost recovery     | Each   | \$ 97.00              | Yes            | \$ 9.70  | \$ 106.70              |
| 10 - 119                             | Inspection - boarding and lodging house  | Cost recovery     | Hour or part thereof                               | \$ 97.00              | Yes            | \$ 9.70  | \$ 106.70              |
| 10 - 120                             | Inspection - hawkers, street vendors   | Cost recovery     | Each   | \$ 50.00              | Yes            | \$ 5.00  | \$ 55.00               |
| 10 - 121                             | Inspection - skin penetration, acrylic nails, tattooing  | Cost recovery     | Hour or part thereof                               | \$ 97.00              | Yes            | \$ 9.70  | \$ 106.70              |
| 10 - 122                             | Inspection - jamboree, pop festival etc  | Cost recovery     | Hour or part thereof                               | \$ 50.00              | Yes            | \$ 5.00  | \$ 55.00               |
| 10 - 123                             | Inspection - caravan park  | Cost recovery     | Hour or part thereof                               | \$ 97.00              | Yes            | \$ 9.70  | \$ 106.70              |
| 10 - 124                             | Inspection fee - construction for food premises (where no DA required) (hourly rate - minimum fee - pro rata thereafter) | Cost recovery     | Hour or part thereof                               | \$ 97.00              | Yes            | \$ 9.70  | \$ 106.70              |

| 2020/21 CHANGES        |           |          |
|------------------------|-----------|----------|
| 2020/21 Fees (inc GST) | \$ Change | % Change |
| \$ 250.00              | \$ -      | 0%       |
| Exempt                 |           |          |
| \$ 50.00               | \$ -      | 0%       |
| Exempt                 |           |          |
| \$ 120.00              | \$ -      | 0%       |
| \$ 130.00              | \$ -      | 0%       |
| \$ 86.00               | \$ -      | 0%       |
| \$ 288.00              | \$ -      | 0%       |
| \$ 349.00              | \$ -      | 0%       |
| \$ 92.00               | \$ -      | 0%       |
| \$ 123.00              | \$ -      | 0%       |
| \$ 41.00               | \$ -      | 0%       |
| \$ 150.00              | \$ -      | 0%       |
| \$ 100.00              | \$ -      | 0%       |
| \$ 250.00              | \$ -      | 0%       |
| \$ 10.00               | \$ -      | 0%       |
| \$ 100.00              | \$ -      | 0%       |
| \$ 78.00               | \$ -      | 0%       |
| \$ 26.00               | \$ 1.00   | 4.0%     |
| \$ 106.70              | \$ -      | 0%       |
| \$ 106.70              | \$ -      | 0%       |
| \$ 106.70              | \$ -      | 0%       |
| \$ 55.00               | \$ -      | 0%       |
| \$ 106.70              | \$ -      | 0%       |
| \$ 55.00               | \$ -      | 0%       |
| \$ 106.70              | \$ -      | 0%       |
| \$ 106.70              | \$ -      | 0%       |

| KEY DIRECTION 3 - OUR ENVIRONMENT    |   |                    |                      |                            |                |         |                            |
|--------------------------------------|---|--------------------|----------------------|----------------------------|----------------|---------|----------------------------|
| PLANNING, DEVELOPMENT AND COMPLIANCE |   |                    |                      |                            |                |         |                            |
| Item No                              | Particulars   | Pricing Policy ID  | Basis                | 2019/20 Fees (ex GST)      | GST Applicable | GST     | 2019/20 Fees (inc GST)     |
| 10 - 125                             | Cooling tower inspection  | Cost recovery      | Hour or part thereof | \$ 97.00                   | Yes            | \$ 9.70 | \$ 106.70                  |
| 10 - 126                             | Inspection - mortuary and crematorium   | Cost recovery      | Hour or part thereof | \$ 97.00                   | Yes            | \$ 9.70 | \$ 106.70                  |
| 10 - 127                             | Inspection - footpath restaurants (includes administration charges for public liability follow ups)(annual charge per setting)  | Cost recovery      | Year                 | \$ 97.00                   | Yes            | \$ 9.70 | \$ 106.70                  |
| <b>10</b>                            | <b>Administration Charges</b>   |                    |                      |                            |                |         |                            |
| 10 - 128                             | Search of building/development records (minimum fee ½ hour)   | Cost recovery      | Hour                 | \$ 67.27                   | Yes            | \$ 6.73 | \$ 74.00                   |
| 10 - 129                             | Copy of building plans (architect consent required)   | Cost recovery      | Each                 | \$100 plus copying charges | Yes            | 10%     | \$110 plus copying charges |
| 10 - 130                             | Local Environmental Plan (LEP) (bound copies)   | Cost recovery      | Each                 | POA                        | Yes            | 10%     | POA                        |
| 10 - 131                             | Local Environmental Plan maps   | Cost recovery      | Each                 | POA                        | Yes            | 10%     | POA                        |
| <b>10</b>                            | <b>Companion Animals: (Exemptions as in Section 9 of the Companion Animals Regulation 1999)</b>   |                    |                      |                            |                |         |                            |
| 10 - 132                             | Dog or cat - desexed  | Statutory          | Each                 | \$ 58.00                   | No             | \$ -    | \$ 58.00                   |
| 10 - 133                             | Dog or cat owned by an eligible pensioner - desexed   | Statutory          | Each                 | \$ 25.00                   | No             | \$ -    | \$ 25.00                   |
| 10 - 134                             | Dog or cat kept by a recognised breeder for breeding purposes   | Statutory          | Each                 | \$ 58.00                   | No             | \$ -    | \$ 58.00                   |
| 10 - 135                             | Animal kept at the premises of an accredited research establishment under the Animal Research Act 1985 for the purposes of animal research in accordance with the Act | Statutory          | Each                 | nil                        | No             | \$ -    | nil                        |
| 10 - 136                             | Registration Fee - greyhound formerly registered under the Greyhound Racing Act 2002 (Retired/pet greyhounds - same as dogs)  | Statutory          | Each                 | nil                        | No             | \$ -    | nil                        |
| 10 - 137                             | Registration Fee - animals classified as assistance animal (fees payable on declassification)   | Statutory          | Each                 | nil                        | No             | \$ -    | nil                        |
| 10 - 138                             | Registration Fee - animals in service of State instrumentality  | Statutory          | Each                 | nil                        | No             | \$ -    | nil                        |
| 10 - 139                             | Dog offences and penalties  | Statutory          | Each                 | As per Regulations         | No             | \$ -    | As per Regulations         |
| 10 - 140                             | Desexed dog or cat sold by eligible pound or shelter - registration fee   | Statutory          | Each                 | \$ 29.00                   | No             | \$ -    | \$ 29.00                   |
| <b>10</b>                            | <b>Broken Hill Animal Shelter</b>   |                    |                      |                            |                |         |                            |
| 10 - 141                             | Daily sustenance fee (not applicable if animal is microchipped and registered and collected on the same day)  | Cost recovery      | Day                  | \$ 16.00                   | No             | \$ -    | \$ 16.00                   |
| 10 - 142                             | Release fee (not applicable if animal is microchipped and registered and collected on the same day)   | Cost recovery      | Day                  | \$ 16.00                   | No             | \$ -    | \$ 16.00                   |
| 10 - 143                             | Daily sustenance fee for dangerous/aggressive dogs  | Cost recovery      | Day                  | \$ 32.00                   | No             | \$ -    | \$ 32.00                   |
| 10 - 144                             | Release fee for dangerous/aggressive dogs   | Cost recovery      | Day                  | \$ 32.00                   | No             | \$ -    | \$ 32.00                   |
| 10 - 145                             | Impound fee - (administration charge)   | Cost recovery      | Each                 | \$ 30.00                   | No             | \$ -    | \$ 30.00                   |
| 10 - 146                             | Surrender fee - \$100 per animal or litter  | Cost recovery      | EACH or litter       | \$ 100.00                  | No             | \$ -    | \$ 100.00                  |
| 10 - 147                             | Microchipping fee - external agent  | Cost recovery      | Each                 | \$ 20.00                   | No             | \$ -    | \$ 20.00                   |
| 10 - 148                             | Micro-chipping of companion animal by Council ranger  | Community services | Each                 | No Charge                  | No             | \$ -    | No Charge                  |

| 2020/21 CHANGES            |           |          |
|----------------------------|-----------|----------|
| 2020/21 Fees (inc GST)     | \$ Change | % Change |
| \$ 106.70                  | \$ -      | 0%       |
| \$ 106.70                  | \$ -      | 0%       |
| \$ 106.70                  | \$ -      | 0%       |
| \$ 74.00                   | \$ -      | 0%       |
| \$110 plus copying charges |           |          |
| POA                        |           |          |
| POA                        |           |          |
| \$ 58.00                   | \$ -      | 0%       |
| \$ 25.00                   | \$ -      | 0%       |
| \$ 58.00                   | \$ -      | 0%       |
| nil                        |           |          |
| nil                        |           |          |
| nil                        |           |          |
| nil                        |           |          |
| As per Regulations         |           |          |
| \$ 29.00                   | \$ -      | 0%       |
| \$ 16.00                   | \$ -      | 0%       |
| \$ 16.00                   | \$ -      | 0%       |
| \$ 32.00                   | \$ -      | 0%       |
| \$ 32.00                   | \$ -      | 0%       |
| \$ 30.00                   | \$ -      | 0%       |
| \$ 100.00                  | \$ -      | 0%       |
| \$ 20.00                   | \$ -      | 0%       |
| No Charge                  |           |          |

| KEY DIRECTION 3 - OUR ENVIRONMENT    |   |                    |       |   |                |      |   |
|--------------------------------------|---|--------------------|-------|---|----------------|------|---|
| PLANNING, DEVELOPMENT AND COMPLIANCE |   |                    |       |   |                |      |   |
| Item No                              | Particulars   | Pricing Policy ID  | Basis | 2019/20 Fees<br>(ex GST)  | GST Applicable | GST  | 2019/20 Fees<br>(inc GST)   |
| 10 - 149                             | Adoption fee  | Cost recovery      | Each  | \$20.00 plus registration and desexing, vaccination from an external agency | No             | \$ - | \$20.00 plus registration and desexing, vaccination from an external agency |
| 10 - 150                             | Release to rescue   | Community services | Each  | No Charge   | No             | \$ - | No Charge   |
| 10 - 151                             | Call out fee for dog attacks after hours to be charged to owner, or complainant, in the event of false dog attack claim | Cost recovery      | Each  | \$ 310.00   | No             | \$ - | \$ 310.00   |
| 10 - 152                             | Call out fee for dog attacks after hours to be charged to owner or complainant in the event of false dog attack claim   | Cost recovery      | Each  | \$ 310.00   | No             | \$ - | \$ 310.00   |

| 2020/21 CHANGES   |           |          |
|---|-----------|----------|
| 2020/21 Fees<br>(inc GST)   | \$ Change | % Change |
| \$20.00 plus registration and desexing, vaccination from an external agency |           |          |
| No Charge   |           |          |
| \$ 310.00   | \$ -      | 0%       |
| \$ 310.00   | \$ -      | 0%       |

| KEY DIRECTION 3 - OUR ENVIRONMENT                     |  |                   |          |                       |                |          |                        |
|---|--|-------------------|----------|-----------------------|----------------|----------|------------------------|
| CULTURAL SERVICES                                     |  |                   |          |                       |                |          |                        |
| Item No   | Particulars  | Pricing Policy ID | Basis    | 2019/20 Fees (ex GST) | GST Applicable | GST      | 2019/20 Fees (Inc GST) |
| <b>11 Albert Kersten Mining &amp; Minerals Museum</b> |  |                   |          |                       |                |          |                        |
| 11 - 1  | Admission - Gold Coin Donation   | Community Service | Each     | Gold Coin             | No             | \$ -     | Gold Coin              |
| 11 - 2  | Hire Fee - Albert Kersten Mining & Minerals Museum - Exhibition Hall                       | Cost recovery     | Day      | POA                   | Yes            | 10%      | POA                    |
| <b>11 Broken Hill Regional Art Gallery</b>            |  |                   |          |                       |                |          |                        |
| 11 - 3  | Admissions - (donation box available)  | Community Service | Each     | Gold Coin             | No             | \$ -     | Gold Coin              |
| 11 - 4  | Membership - One year adult  | Cost recovery     | Each     | \$ 34.55              | Yes            | \$ 3.45  | \$ 38.00               |
| 11 - 5  | Membership - Two year adult  | Cost recovery     | Each     | \$ 63.64              | Yes            | \$ 6.36  | \$ 70.00               |
| 11 - 6  | Membership - One year family with children under 18 years                                  | Cost recovery     | Year     | \$ 54.55              | Yes            | \$ 5.45  | \$ 60.00               |
| 11 - 7  | Membership - Two year family with children under 18 years                                  | Cost recovery     | Year     | \$ 100.00             | Yes            | \$ 10.00 | \$ 110.00              |
| 11 - 8  | Membership - Student and concession  | Cost recovery     | Year     | \$ 25.45              | Yes            | \$ 2.55  | \$ 28.00               |
| 11 - 9  | Membership - Two year student and concession   | Cost recovery     | Year     | \$ 45.45              | Yes            | \$ 4.55  | \$ 50.00               |
| 11 - 10   | Membership - Sponsorship Package   | Cost recovery     | Each     | POA                   | Yes            | 10%      | POA                    |
| 11 - 11   | The Pro Hart Outback Art Prize - Entry fee   | Community Service | Entry    | \$ 36.36              | Yes            | \$ 3.64  | \$ 40.00               |
| 11 - 12   | Hire Fees - Gallery photographic   | Cost recovery     | Each     | POA                   | Yes            | 10%      | POA                    |
| 11 - 13   | Hire Fees - Piano hire (Kawai GL20 Grand Piano)  | Cost recovery     | Each     | \$ 59.09              | Yes            | \$ 5.91  | \$ 65.00               |
| 11 - 14   | Hire Fees - Artist shed - community groups by application                                  | Cost recovery     | Hour     | \$ 9.09               | Yes            | \$ 0.91  | \$ 10.00               |
| 11 - 15   | Hire Fees - Artist shed - commercial by application  | Cost recovery     | Hour     | \$ 18.18              | Yes            | \$ 1.82  | \$ 20.00               |
| 11 - 16   | Hire Fees - Artist shed package  | Cost recovery     | Hour     | POA                   | Yes            | 10%      | POA                    |
| 11 - 17   | Chair hire - Per chair   | Cost recovery     | Each     | \$ 1.82               | Yes            | \$ 0.18  | \$ 2.00                |
| 11 - 18   | Hire Fees - Urn, crockery and cutlery  | Cost recovery     | Each     | \$ 27.27              | Yes            | \$ 2.73  | \$ 30.00               |
| 11 - 19   | Gallery hire - Minimum 3 hours during business hours, includes one casual staff member     | Cost recovery     | Per hour | \$ 90.91              | Yes            | \$ 9.09  | \$ 100.00              |
| 11 - 20   | Gallery hire - Minimum 3 hours outside of business hours, includes one casual staff member | Cost recovery     | Per hour | \$ 136.36             | Yes            | \$ 13.64 | \$ 150.00              |
| 11 - 21   | Gallery hire package   | Cost recovery     | Event    | POA                   | Yes            | 10%      | POA                    |
| 11 - 22   | Sale of artwork on commission  | Market price      | Artwork  | 30%                   | Yes            | 10%      | 33%                    |
| 11 - 23   | Postage on artwork freight   | Cost recovery     | Artwork  | Actual Cost           | Yes            | 10%      | Actual Cost            |
| 11 - 24   | Hire Fees - Use of audio visual equipment  | Cost recovery     | Each     | \$ 86.36              | Yes            | \$ 8.64  | \$ 95.00               |

| 2020/21 CHANGES        |           |          |
|------------------------|-----------|----------|
| 2020/21 Fees (Inc GST) | \$ Change | % Change |
| Gold Coin              |           |          |
| POA                    |           |          |
| Gold Coin              |           |          |
| \$ 42.00               | \$ 4.00   | 10%      |
| \$ 75.00               | \$ 5.00   | 7%       |
| \$ 80.00               | \$ 20.00  | 25%      |
| \$ 140.00              | \$ 30.00  | 21%      |
| \$ 32.00               | \$ 4.00   | 13%      |
| \$ 60.00               | \$ 10.00  | 17%      |
| POA                    |           |          |
| \$ 45.00               | \$ 5.00   | 11%      |
| POA                    |           |          |
| \$ 65.00               | \$ -      | 0%       |
| \$ 10.00               | \$ -      | 0%       |
| \$ 20.00               | \$ -      | 0%       |
| POA                    |           |          |
| \$ 2.00                | \$ -      | 0%       |
| \$ 30.00               | \$ -      | 0%       |
| \$ 100.00              | \$ -      | 0%       |
| \$ 150.00              | \$ -      | 0%       |
| POA                    |           |          |
| 33%                    | \$ -      | 0%       |
| Actual Cost            |           |          |
| \$ 95.00               | \$ -      | 0%       |

| KEY DIRECTION 3 - OUR ENVIRONMENT |  |                   |            |                       |                |          |                        |
|-----------------------------------|--|-------------------|------------|-----------------------|----------------|----------|------------------------|
| WASTE MANAGEMENT                  |  |                   |            |                       |                |          |                        |
| Item No                           | Particulars  | Pricing Policy ID | Basis      | 2019/20 Fees (ex GST) | GST Applicable | GST      | 2019/20 Fees (inc GST) |
| 12                                | <b>Waste Delivered to Broken Hill Waste Management Facility</b>  |                   |            |                       |                |          |                        |
|                                   | <b>Radioactive material cannot be disposed of in Broken Hill</b>   |                   |            |                       |                |          |                        |
|                                   | Mixed waste, household waste, builders waste, mining waste excluding specific category waste listed below: |                   |            |                       |                |          |                        |
| 12 - 1                            | Car/Station Wagon/MGB  | Cost recovery     | Per Load   | \$ 4.55               | Yes            | \$ 0.45  | \$ 5.00                |
| 12 - 2                            | Van/Ute/Trailer Level Load   | Cost recovery     | Per Load   | \$ 9.09               | Yes            | \$ 0.91  | \$ 10.00               |
| 12 - 3                            | Van/Ute/Trailer Heaped Load  | Cost recovery     | Per Load   | \$ 13.64              | Yes            | \$ 1.36  | \$ 15.00               |
| 12 - 4                            | Vehicle/Trailer greater than 1 Tonne Capacity (Excl Skip Bins)   | Cost recovery     | Per Tonne  | \$ 54.55              | Yes            | \$ 5.45  | \$ 60.00               |
| 12 - 5                            | Mixed waste from outside Broken Hill Local Government Area   | Cost recovery     | Per Tonne  | \$ 153.64             | Yes            | \$ 15.36 | \$ 169.00              |
| 12 - 6                            | <b>Specific Category Waste</b>   |                   |            |                       |                |          |                        |
| 12 - 7                            | Commingled Recyclables   | Cost recovery     | Per Load   | Free                  | No             | \$ -     | Free                   |
| 12 - 8                            | E-Waste  | Cost recovery     | Per Load   | Free                  | No             | \$ -     | Free                   |
| 12 - 9                            | Ferrous (iron or steel)  | Cost recovery     | Per Load   | Free                  | No             | \$ -     | Free                   |
| 12 - 10                           | Greenwaste (Up to 1 Tonne)   | Cost recovery     | Per Load   | Free                  | No             | \$ -     | Free                   |
| 12 - 11                           | Greenwaste (Greater Than 1 Tonne)  | Cost recovery     | Per Tonne  | \$ 9.09               | Yes            | \$ 0.91  | \$ 10.00               |
| 12 - 12                           | Wood, trees or timber (Greater than 1 tonne)   | Cost recovery     | Per Tonne  | \$ 9.09               | Yes            | \$ 0.91  | \$ 10.00               |
| 12 - 13                           | Bricks or concrete (Greater than 1 tonne)  | Cost recovery     | Per Tonne  | \$ 18.18              | Yes            | \$ 1.82  | \$ 20.00               |
| 12 - 14                           | Mattresses   | Cost recovery     | Each       | \$ 9.09               | Yes            | \$ 0.91  | \$ 10.00               |
| 12 - 15                           | Oil  | Cost recovery     | Per Tonne  | \$ 31.82              | Yes            | \$ 3.18  | \$ 35.00               |
| 12 - 16                           | Soil (not contaminated or VENM) (Greater than 1 tonne)   | Cost recovery     | Per Tonne  | \$ 9.09               | Yes            | \$ 0.91  | \$ 10.00               |
| 12 - 17                           | Soil Contaminated  | Cost recovery     | Per Tonne  | \$ 281.82             | Yes            | \$ 28.18 | \$ 310.00              |
| 12 - 18                           | Asbestos (N220)  | Cost recovery     | Per Tonne  | \$ 408.18             | Yes            | \$ 40.82 | \$ 449.00              |
| 12 - 19                           | Tyre - Passenger Vehicle/Motorcycle/Scooter  | Cost recovery     | Each       | \$ 6.36               | Yes            | \$ 0.64  | \$ 7.00                |
| 12 - 20                           | Tyre - Light Truck/4WD   | Cost recovery     | Each       | \$ 10.91              | Yes            | \$ 1.09  | \$ 12.00               |
| 12 - 21                           | Tyre - Truck   | Cost recovery     | Each       | \$ 18.18              | Yes            | \$ 1.82  | \$ 20.00               |
| 12 - 22                           | Tyres - Bulk   | Cost recovery     | Per Tonne  | \$ 181.82             | Yes            | \$ 18.18 | \$ 200.00              |
|                                   | <b>Loader, tractor or mining tyres will not be accepted.</b>   |                   |            |                       |                |          |                        |
| 12 - 23                           | Offal/meat products/bones  | Cost recovery     | Per Tonne  | \$ 68.18              | Yes            | \$ 6.82  | \$ 75.00               |
| 12 - 24                           | Dead animals - large   | Cost recovery     | Per animal | \$ 50.00              | Yes            | \$ 5.00  | \$ 55.00               |
| 12 - 25                           | Dead animals - medium  | Cost recovery     | Per animal | \$ 22.73              | Yes            | \$ 2.27  | \$ 25.00               |
| 12 - 25                           | Dead animals - cat or dog  | Cost recovery     | Per animal | \$ 4.55               | Yes            | \$ 0.45  | \$ 5.00                |
| 12 - 26                           | Broken Hill Hospital - (FWLHD) - disposal up to 70 x 10 litre bags   | Cost recovery     | Week       | \$ 280.00             | Yes            | \$ 28.00 | \$ 308.00              |
| 12 - 27                           | Broken Hill Hospital - (FWLHD) - disposal each additional 10 bags or part thereof                          | Cost recovery     | Week       | \$ 62.73              | Yes            | \$ 6.27  | \$ 69.00               |
| 12 - 28                           | Sewerage/Sludge/Grease trap Waste/Mud (prior arrangement only)   | Cost recovery     | Tonne      | \$ 20.00              | Yes            | \$ 2.00  | \$ 22.00               |
| 12 - 29                           | Vehicle Tare Weight (ticket with weight supplied)  | Cost recovery     | Service    | \$ 20.00              | Yes            | \$ 2.00  | \$ 22.00               |
| 12                                | <b>Waste Services</b>  |                   |            |                       |                |          |                        |
| 12 - 30                           | Garbage removal - Domestic Administration S496   | Cost recovery     | Year       | \$ 47.00              | No             | \$ -     | \$ 47.00               |
| 12 - 31                           | Garbage removal - Domestic per bin S502  | Cost recovery     | Year       | \$ 273.00             | No             | \$ -     | \$ 273.00              |
| 12 - 32                           | Garbage removal - Commercial three MGBs  | Cost recovery     | Year       | \$ 406.00             | No             | \$ -     | \$ 406.00              |
| 12 - 33                           | Garbage removal - Commercial 600 Litre Bin   | Cost recovery     | Year       | \$ 373.00             | No             | \$ -     | \$ 373.00              |
| 12 - 34                           | Garbage removal - Cardboard 600 Litre Bin  | Cost recovery     | Year       | \$ 373.00             | No             | \$ -     | \$ 373.00              |
| 12 - 35                           | Garbage removal - Commercial (additional MGB)  | Cost recovery     | Year       | \$ 144.00             | No             | \$ -     | \$ 144.00              |
| 12 - 36                           | Trade Waste Lease (per bin) Plus Trade Waste Service Fee   | Cost recovery     | Year       | \$ 555.45             | Yes            | \$ 55.55 | \$ 611.00              |
| 12 - 37                           | Trade Waste - Trade Waste Service (Single Bin) - 1.5m <sup>3</sup>   | Cost recovery     | Service    | \$ 46.36              | Yes            | \$ 4.64  | \$ 51.00               |

| 2020/21 CHANGES        |           |          |
|------------------------|-----------|----------|
| 2020/21 Fees (inc GST) | \$ Change | % Change |
| \$ 5.00                | \$ -      | 0%       |
| \$ 10.00               | \$ -      | 0%       |
| \$ 15.00               | \$ -      | 0%       |
| \$ 60.00               | \$ -      | 0%       |
| \$ 169.00              | \$ -      | 0%       |
| Free                   |           |          |
| Free                   |           |          |
| Free                   |           |          |
| Free                   |           |          |
| \$ 10.00               | \$ -      | 0%       |
| \$ 10.00               | \$ -      | 0%       |
| \$ 20.00               | \$ -      | 0%       |
| \$ 10.00               | \$ -      | 0%       |
| \$ 35.00               | \$ -      | 0%       |
| \$ 10.00               | \$ -      | 0%       |
| \$ 310.00              | \$ -      | 0%       |
| \$ 449.00              | \$ -      | 0%       |
| \$ 7.00                | \$ -      | 0%       |
| \$ 12.00               | \$ -      | 0%       |
| \$ 20.00               | \$ -      | 0%       |
| \$ 400.00              | \$ 200.00 | 100%     |
| \$ 77.00               | \$ 2.00   | 3%       |
| \$ 56.00               | \$ 1.00   | 2%       |
| \$ 26.00               | \$ 1.00   | 4%       |
| \$ 5.00                | \$ -      | 0%       |
| \$ 315.00              | \$ 7.00   | 2%       |
| \$ 71.00               | \$ 2.00   | 3%       |
| \$ 22.00               | \$ -      | 0%       |
| \$ 22.00               | \$ -      | 0%       |
| \$ 47.00               | \$ -      | 0%       |
| \$ 273.00              | \$ -      | 0%       |
| \$ 406.00              | \$ -      | 0%       |
| \$ 373.00              | \$ -      | 0%       |
| \$ 373.00              | \$ -      | 0%       |
| \$ 144.00              | \$ -      | 0%       |
| \$ 611.00              | \$ -      | 0%       |
| \$ 51.00               | \$ -      | 0%       |

| KEY DIRECTION 3 - OUR ENVIRONMENT |  |                   |         |                       |                |           |                        | 2020/21 CHANGES        |           |          |
|-----------------------------------|--|-------------------|---------|-----------------------|----------------|-----------|------------------------|------------------------|-----------|----------|
| WASTE MANAGEMENT                  |  |                   |         |                       |                |           |                        |                        |           |          |
| Item No                           | Particulars  | Pricing Policy ID | Basis   | 2019/20 Fees (ex GST) | GST Applicable | GST       | 2019/20 Fees (inc GST) | 2020/21 Fees (inc GST) | \$ Change | % Change |
| 12 - 38                           | Trade Waste - Trade Waste Service (Single Bin) – 2m <sup>3</sup>   | Cost recovery     | Service | \$ 49.09              | Yes            | \$ 4.91   | \$ 54.00               | \$ 54.00               | \$ -      | 0%       |
| 12 - 39                           | Trade Waste - Trade Waste Service (Single Bin) – 3m <sup>3</sup>   | Cost recovery     | Service | \$ 52.73              | Yes            | \$ 5.27   | \$ 58.00               | \$ 58.00               | \$ -      | 0%       |
| 12 - 40                           | Trade Waste - Trade Waste Service (Multiple Bins) – 1.5m <sup>3</sup>  | Cost recovery     | Service | \$ 41.82              | Yes            | \$ 4.18   | \$ 46.00               | \$ 46.00               | \$ -      | 0%       |
| 12 - 41                           | Trade Waste - Trade Waste Service (Multiple Bins) – 2m <sup>3</sup>  | Cost recovery     | Service | \$ 46.36              | Yes            | \$ 4.64   | \$ 51.00               | \$ 51.00               | \$ -      | 0%       |
| 12 - 42                           | Trade Waste - Trade Waste Service (Multiple Bins) – 3m <sup>3</sup>  | Cost recovery     | Service | \$ 49.09              | Yes            | \$ 4.91   | \$ 54.00               | \$ 54.00               | \$ -      | 0%       |
| 12 - 43                           | Trade Waste - Mobile Garbage Bins (MGBs) only available when commercial service is not a viable option - Collection is weekly only | Cost recovery     | Service | \$ 6.36               | Yes            | \$ 0.64   | \$ 7.00                | \$ 7.00                | \$ -      | 0%       |
| 12 - 44                           | Special Trade Waste Service - single bin hire rate per week or part thereof  | Cost recovery     | Service | \$ 176.36             | Yes            | \$ 17.64  | \$ 194.00              | \$ 194.00              | \$ -      | 0%       |
| 12 - 45                           | Special Trade Waste Service - single bin hire rate per month or part thereof   | Cost recovery     | Service | \$ 230.00             | Yes            | \$ 23.00  | \$ 253.00              | \$ 253.00              | \$ -      | 0%       |
| 12 - 46                           | Special Trade Waste Service - single bin service rate – per service  | Cost recovery     | Service | \$ 53.64              | Yes            | \$ 5.36   | \$ 59.00               | \$ 59.00               | \$ -      | 0%       |
| 12 - 47                           | Special Trade Waste Service - cleaning fee per bin   | Cost recovery     | Service | \$ 62.73              | Yes            | \$ 6.27   | \$ 69.00               | \$ 69.00               | \$ -      | 0%       |
| 12 - 48                           | Cardboard collection/additional service/per service (600 litre bin)  | Cost recovery     | Service | \$ 29.09              | Yes            | \$ 2.91   | \$ 32.00               | \$ 32.00               | \$ -      | 0%       |
| 12 - 49                           | Trade Waste - service fee (cardboard collection) - 2m <sup>3</sup>   | Cost recovery     | Service | \$ 39.09              | Yes            | \$ 3.91   | \$ 43.00               | \$ 43.00               | \$ -      | 0%       |
| 12 - 50                           | Trade Waste - service fee (cardboard collection) - 3m <sup>3</sup>   | Cost recovery     | Service | \$ 41.82              | Yes            | \$ 4.18   | \$ 46.00               | \$ 46.00               | \$ -      | 0%       |
| 12 - 51                           | Paper shredding - hourly rate  | Cost recovery     | Service | \$ 100.00             | Yes            | \$ 10.00  | \$ 110.00              | \$ 110.00              | \$ -      | 0%       |
| 12 - 52                           | Major - community events (St Pats, Ag-Fair, etc) including supply and servicing of up to 10 dumper bins and up to 100 MGBs         | Cost recovery     | Service | \$ 2,933.64           | Yes            | \$ 293.36 | \$ 3,227.00            | \$ 3,227.00            | \$ -      | 0%       |
| 12 - 53                           | Minor - community events including supply and servicing of a maximum of five dumper bins and 50 MGBs                               | Cost recovery     | Service | \$ 1,754.55           | Yes            | \$ 175.45 | \$ 1,930.00            | \$ 1,930.00            | \$ -      | 0%       |
| 12 - 54                           | Other community events including provision of MGBs and dumper bins   | Cost recovery     | Service | By Quotation          | Yes            | 10%       | By Quotation           | By Quotation           |           |          |
| 12 - 55                           | Chemical toilet - \$502 annual fee (domestic entitled to one pump service/month)   | Cost recovery     | Year    | \$ 1,252.73           | Yes            | \$ 125.27 | \$ 1,378.00            | \$ 1,378.00            | \$ -      | 0%       |
| 12 - 56                           | Chemical toilet - special pump out services  | Cost recovery     | Each    | \$ 106.36             | Yes            | \$ 10.64  | \$ 117.00              | \$ 117.00              | \$ -      | 0%       |
| 12 - 57                           | Placement of container/skip bins on public spaces - annual permit  | Cost recovery     | Service | \$ 1,590.00           | Yes            | \$ 159.00 | \$ 1,749.00            | \$ 1,749.00            | \$ -      | 0%       |
| 12 - 58                           | Use of machinery and labour for excavation, stockpiling and providing cover  | Cost recovery     | Hour    | \$ 322.73             | Yes            | \$ 32.27  | \$ 355.00              | \$ 355.00              | \$ -      | 0%       |
| 12 - 59                           | MGB Replacement Charge - Garden Organics Green Bio Insert (for loss or damage by ratepayer), including delivery - complete unit    | Cost recovery     | Service | \$ 63.64              | Yes            | \$ 6.36   | \$ 70.00               | \$ 70.00               | \$ -      | 0%       |
| 12 - 60                           | MGB Replacement Charge (for loss or damage by ratepayer), including delivery - complete unit                                       | Cost recovery     | Service | \$ 60.91              | Yes            | \$ 6.09   | \$ 67.00               | \$ 67.00               | \$ -      | 0%       |
| 12 - 61                           | MGB Additional Service Charge  | Cost recovery     | Service | -                     | Yes            | 10%       | \$ -                   | \$ 25.00               | New       |          |



| KEY DIRECTION 4 - OUR LEADERSHIP   |   |                   |       |                                       |                |           |                                       |
|--|---|-------------------|-------|---------------------------------------|----------------|-----------|---------------------------------------|
| POLICY, PLANNING AND ADMINISTRATION  |   |                   |       |                                       |                |           |                                       |
| Item No  | Particulars   | Pricing Policy ID | Basis | 2019/20 Fees (ex GST)                 | GST Applicable | GST       | 2019/20 Fees (Inc GST)                |
| 13   | Access to Information - Government Information (Public Access) Act  |                   |       |                                       |                |           |                                       |
| 13 - 1   | Access to Information - Application Fee   | Statutory         | Each  | \$ 30.00                              | No             | \$ -      | \$ 30.00                              |
| 13 - 2   | Access to Information - Processing Fee  | Statutory         | Hour  | \$ 30.00                              | No             | \$ -      | \$ 30.00                              |
| 13 - 3   | Access to Information - Processing Fee (non personal affairs)   | Statutory         | Each  | \$ 30.00                              | No             | \$ -      | \$ 30.00                              |
| 13 - 4   | Access to Information - Advance Deposit of Processing Fee (requested where Council estimates processing fees will be significant) | Statutory         | Each  | Up to 50% of estimated processing fee | No             | \$ -      | Up to 50% of estimated processing fee |
| 13 - 5   | Access to Information - Internal Review   | Statutory         | Each  | \$ 40.00                              | No             | \$ -      | \$ 40.00                              |
| 13 - 6   | Amendment of Records  | Statutory         | Each  | No charge                             | No             | \$ -      | No charge                             |
| <b>Note: Reductions as provided Sections 65 and 66; Refunds as provided Section 86; Advanced Deposits as provided Section 71 of the GIPA Act</b> |   |                   |       |                                       |                |           |                                       |
| 13   | Facsimile, Photocopier, Printer and Scanner Fees  |                   |       |                                       |                |           |                                       |
| 13 - 7   | Fax Received  | Cost recovery     | Page  | \$ 0.91                               | Yes            | \$ 0.09   | \$ 1.00                               |
| 13 - 8   | Fax Sent (first page)   | Cost recovery     | Page  | \$ 1.82                               | Yes            | \$ 0.18   | \$ 2.00                               |
| 13 - 9   | Fax Sent (subsequent page)  | Cost recovery     | Page  | \$ 0.91                               | Yes            | \$ 0.09   | \$ 1.00                               |
| 13 - 10  | Photocopying Fee: A4 - Black and White  | Cost recovery     | Page  | \$ 0.91                               | Yes            | \$ 0.09   | \$ 1.00                               |
| 13 - 11  | Photocopying Fee: A4 - Colour   | Cost recovery     | Page  | \$ 1.82                               | Yes            | \$ 0.18   | \$ 2.00                               |
| 13 - 12  | Photocopying Fee: A3 - Black and White  | Cost recovery     | Page  | \$ 2.73                               | Yes            | \$ 0.27   | \$ 3.00                               |
| 13 - 13  | Photocopying Fee: A3 - Colour   | Cost recovery     | Page  | \$ 3.64                               | Yes            | \$ 0.36   | \$ 4.00                               |
| 13 - 14  | Printing Fee: A4 - Black and White  | Cost recovery     | Page  | \$ 0.91                               | Yes            | \$ 0.09   | \$ 1.00                               |
| 13 - 15  | Printing Fee: A4 - Colour   | Cost recovery     | Page  | \$ 1.82                               | Yes            | \$ 0.18   | \$ 2.00                               |
| 13 - 16  | Printing Fee: A3 - Black and White  | Cost recovery     | Page  | \$ 2.73                               | Yes            | \$ 0.27   | \$ 3.00                               |
| 13 - 17  | Printing Fee: A3 - Colour   | Cost recovery     | Page  | \$ 3.64                               | Yes            | \$ 0.36   | \$ 4.00                               |
| 13 - 18  | Printing Fee: Microfilm   | Cost recovery     | Page  | \$ 1.82                               | Yes            | \$ 0.18   | \$ 2.00                               |
| 13 - 19  | Scanning Fee  | Cost recovery     | Page  | \$ 0.91                               | Yes            | \$ 0.09   | \$ 1.00                               |
| 13   | FINANCIAL SERVICES  |                   |       |                                       |                |           |                                       |
| 13 - 20  | Supply copy Tax Invoice/Rates Notice  | Cost recovery     | Each  | \$ 9.09                               | Yes            | \$ 0.91   | \$ 10.00                              |
| 13   | Rates (Properties)  |                   |       |                                       |                |           |                                       |
| 13 - 21  | Section 603 Certificate   | Statutory         | Each  | \$ 85.00                              | No             | \$ -      | \$ 85.00                              |
| 13 - 22  | Section 603 Certificate - Urgent Fee (additional to normal fee)   | Cost recovery     | Each  | \$ 48.18                              | Yes            | \$ 4.82   | \$ 53.00                              |
| 13 - 23  | Search Fee - Searching of old records for ownership/location of land for personal records (minimum ½ hour charge)                 | Cost recovery     | Hour  | \$ 67.27                              | Yes            | \$ 6.73   | \$ 74.00                              |
| 13 - 24  | Enquiry - Search of Rights of Way (and ownership of old records and additional to Search Fee)                                     | Cost recovery     | Each  | \$72.73 plus LPI Search Fee           | Yes            | 10%       | \$72.73 plus LPI Search Fee           |
| 13 - 25  | Property Search with printouts - Solicitor/Financial Institution (includes e-mailing or faxing of document)                       | Cost recovery     | Each  | \$ 64.00                              | No             | \$ -      | \$ 64.00                              |
| 13 - 26  | Interest on Unpaid Rates and Charges  | Statutory         | Year  | 7.5%                                  | No             | \$ -      | 7.5%                                  |
| 13 - 27  | Refund on Rates Overpayment (where Council is not the cause for the credit balance on an assessment)                              | Cost recovery     | Each  | \$ 16.00                              | No             | \$ -      | \$ 16.00                              |
| 13 - 28  | Payment Dishonour Fee - direct debit  | Cost recovery     | Each  | \$ 16.00                              | No             | \$ -      | \$ 16.00                              |
| 13 - 29  | Payment Dishonour Fee - Australia Post  | Cost recovery     | Each  | \$ 27.00                              | No             | \$ -      | \$ 27.00                              |
| 13 - 30  | Payment Dishonour Fee - cheque  | Cost recovery     | Each  | \$ 21.00                              | No             | \$ -      | \$ 21.00                              |
| 13 - 31  | Administration Fee for Sale of Land for Unpaid Rates  | Cost recovery     | Each  | \$ 1,445.45                           | Yes            | \$ 144.55 | \$ 1,590.00                           |
| 13 - 32  | Debt Recovery   | Cost recovery     | Each  | Actual Cost                           | No             | \$ -      | Actual Cost                           |
| 13   | Hire Fees   |                   |       |                                       |                |           |                                       |
| 13 - 33  | Council Chambers - Full Day   | Cost recovery     | Day   | \$ 340.91                             | Yes            | \$ 34.09  | \$ 375.00                             |

| 2020/21 CHANGES  |           |          |
|--|-----------|----------|
| 2020/21 Fees (Inc GST)   | \$ Change | % Change |
| \$ 30.00   | \$ -      | 0%       |
| \$ 30.00   | \$ -      | 0%       |
| \$ 30.00   | \$ -      | 0%       |
| Up to 50% of estimated processing fee  |           |          |
| \$ 40.00   | \$ -      | 0%       |
| No charge  |           |          |
| <b>Note: Reductions as provided Sections 65 and 66; Refunds as provided Section 86; Advanced Deposits as provided Section 71 of the GIPA Act</b> |           |          |
| \$ 1.00  | \$ -      | 0%       |
| \$ 2.00  | \$ -      | 0%       |
| \$ 1.00  | \$ -      | 0%       |
| \$ 1.00  | \$ -      | 0%       |
| \$ 2.00  | \$ -      | 0%       |
| \$ 3.00  | \$ -      | 0%       |
| \$ 4.00  | \$ -      | 0%       |
| \$ 1.00  | \$ -      | 0%       |
| \$ 2.00  | \$ -      | 0%       |
| \$ 3.00  | \$ -      | 0%       |
| \$ 4.00  | \$ -      | 0%       |
| \$ 2.00  | \$ -      | 0%       |
| \$ 1.00  | \$ -      | 0%       |
| \$ 10.00   | \$ -      | 0%       |
| \$ 85.00   | \$ -      | 0%       |
| \$ 53.00   | \$ -      | 0%       |
| \$ 74.00   | \$ -      | 0%       |
| \$72.73 plus LPI Search Fee  |           |          |
| \$ 64.00   | \$ -      | 0%       |
| \$ 0.08  | \$ -      | 0%       |
| \$ 16.00   | \$ -      | 0%       |
| \$ 16.00   | \$ -      | 0%       |
| \$ 27.00   | \$ -      | 0%       |
| \$ 21.00   | \$ -      | 0%       |
| \$ 1,590.00  | \$ -      | 0%       |
| Actual Cost  |           |          |
| \$ 375.00  | \$ -      | 0%       |

| KEY DIRECTION 4 - OUR LEADERSHIP    |   |                   |       |                          |                |         |                           |
|-------------------------------------|---|-------------------|-------|--------------------------|----------------|---------|---------------------------|
| POLICY, PLANNING AND ADMINISTRATION |   |                   |       |                          |                |         |                           |
| Item No                             | Particulars   | Pricing Policy ID | Basis | 2019/20 Fees<br>(ex GST) | GST Applicable | GST     | 2019/20 Fees<br>(inc GST) |
| 13 - 34                             | Additional Service surcharge (Meeting room/Council Chamber)<br>(additional to Hire Fee) | Cost recovery     | Each  | \$ 50.00                 | Yes            | \$ 5.00 | \$ 55.00                  |
| 13                                  | Subpoenas and Summons   |                   |       |                          |                |         |                           |
| 13 - 35                             | Subpoenas - research and supply of information  | Cost Recovery     | Each  | Actual Cost              | Yes            | 10%     | Actual Cost               |
| 13 - 36                             | Summons   | Cost Recovery     | Each  | Actual Cost              | Yes            | 10%     | Actual Cost               |

| 2020/21 CHANGES           |           |          |
|---------------------------|-----------|----------|
| 2020/21 Fees<br>(inc GST) | \$ Change | % Change |
| \$ 55.00                  | \$ -      | 0%       |
| Actual Cost               |           |          |
| Actual Cost               |           |          |

| BROKEN HILL REGIONAL AQUATIC CENTRE  |  |                   |  |  |                |         |  |
|--|--|-------------------|--|--|----------------|---------|--|
| Admission Fees   |  |                   |  |  |                |         |  |
| Recreational Swimming  |  |                   |  |  |                |         |  |
| Refer to YMCA Broken Hill Regional Aquatic Centre website: <a href="http://www.ymcansw.org.au/centres/broken-hill-regional-aquatic-centre/join-now/">http://www.ymcansw.org.au/centres/broken-hill-regional-aquatic-centre/join-now/</a> |  |                   |  |  |                |         |  |
| Item No  | Particulars  | Pricing Policy ID | Basis                                    | 2019/20 Fees (ex GST)  | GST Applicable | GST     | 2019/20 Fees (inc GST)   |
| 14   |  |                   |  |  |                |         |  |
| 14 - 1   | Persons aged 4 years and over  | Third Party       | Each                                     | \$ 4.18  | Yes            | \$ 0.42 | \$ 4.60  |
| 14 - 2   | Aqua Aerobics Casual Visit   | Third Party       | Each                                     | \$ 7.27  | Yes            | \$ 0.73 | \$ 8.00  |
| 14 - 3   | Aqua Aerobics Pensioner  | Third Party       | Each                                     | \$ 5.91  | Yes            | \$ 0.59 | \$ 6.50  |
| 14 - 4   | Children aged 3 years and under (must be accompanied by a responsible adult)           | Third Party       | Each                                     | No Charge  | No             | \$ -    | No Charge  |
| 14 - 5   | Family Swim  | Third Party       | Five members of the family               | \$ 18.18   | Yes            | \$ 1.82 | \$ 20.00   |
| 14 - 6   | School Carnival Entry  | Third Party       | Each                                     | \$ 4.18  | Yes            | \$ 0.42 | \$ 4.60  |
| 14 - 7   | Spectator  | Third Party       | Each                                     | \$ 2.27  | Yes            | \$ 0.23 | \$ 2.50  |
| 14 - 8   | School PE Casual Visit   | Third Party       | Each                                     | \$ 4.18  | Yes            | \$ 0.42 | \$ 4.60  |
| 14 - 9   | YMCA Swimming Lessons (Group)  | Third Party       | Each                                     | \$ 13.18   | Yes            | \$ 1.32 | \$ 14.50   |
| 14 - 10  | YMCA Swimming Lessons (Cost Recovery)  | Third Party       | Each                                     | \$ 38.18   | Yes            | \$ 3.82 | \$ 42.00   |
| 14 - 11  | Health Club Adult Visit  | Third Party       | Each                                     | \$ 10.91   | Yes            | \$ 1.09 | \$ 12.00   |
| 14 - 12  | Health Club Pensioner Visit  | Third Party       | Each                                     | \$ 9.09  | Yes            | \$ 0.91 | \$ 10.00   |
| 14 - 13  | Water Slide/Inflatable (Public Use)  | Third Party       | Each                                     | No Charge  | No             | \$ -    | No Charge  |
| 14 - 14  | Multi x 10   | Third Party       | 10                                       | \$ 40.00   | Yes            | \$ 4.00 | \$ 44.00   |
| 14 - 15  | Multi x 20   | Third Party       | 20                                       | \$ 74.55   | Yes            | \$ 7.45 | \$ 82.00   |
| 14 - 16  | Multi x 10 - Concession  | Third Party       | 10                                       | \$ 37.27   | Yes            | \$ 3.73 | \$ 41.00   |
| 14 - 17  | Multi x 20 - Concession  | Third Party       | 20                                       | \$ 69.09   | Yes            | \$ 6.91 | \$ 76.00   |
| 14 - 18  | Free Day - Australia Day   | Third Party       | Each                                     | No Charge  | No             | \$ -    | No Charge  |
| 14 - 19  | Swimming Club Exclusive Use - Lane allocation approved by prior arrangement            | Third Party       | Month                                    | \$ 45.45   | Yes            | \$ 4.55 | \$ 50.00   |
| 14 - 20  | Lane Hire 25m or 50m Pool (plus Entry Fee)   | Third Party       | Hour                                     | \$ 27.27   | Yes            | \$ 2.73 | \$ 30.00   |
| 14 - 21  | School Programs (by prior arrangement during school hours)                             | Third Party       | Additional lane hire fee after the first | No charge for First Lane. Fee applies to additional lane only              | Yes            | 10%     | No charge for First Lane. Fee applies to additional lane only              |
| 14 - 22  | Water slide - Public Use   | Third Party       | Each                                     | No Charge  | No             | \$ -    | No Charge  |
| 14 - 23  | Water Slide - Exclusive Use - by prior arrangement, minimum hire of two hours          | Third Party       | Hour                                     | \$200.00 first hour and \$100.00 for each additional hour                  | Yes            | 10%     | \$200.00 first hour and \$100.00 for each additional hour                  |
| 14 - 24  | Buccaneer  | Third Party       | Hour                                     | \$250.00 first hour (includes setup) and \$100.00 for each additional hour | Yes            | 10%     | \$250.00 first hour (includes setup) and \$100.00 for each additional hour |
| 14 - 25  | Carnivals - Swimming Club (25m or 50m pool) - does not include Entry Fee               | Third Party       | Per Day                                  | No Charge  | No             | \$ -    | No Charge  |
| 14 - 26  | Carnivals - Schools (25m or 50m pool) during school hours - does not include Entry Fee | Third Party       | Per Day                                  | No Charge  | No             | \$ -    | No Charge  |

| 2020/21 CHANGES   |           |          |
|---|-----------|----------|
| 2020/21 Fees (inc GST)  | \$ Change | % Change |
| \$5.00  | \$ 0.40   | 8%       |
| \$8.00  | \$ -      | 0%       |
| \$6.50  | \$ -      | 0%       |
| No charge   |           |          |
| \$20.00   | \$ -      | 0%       |
| \$5.00  | \$ 0.40   | 8%       |
| \$2.50  | \$ -      | 0%       |
| \$5.00  | \$ 0.40   | 8%       |
| \$15.00   | \$ 0.50   | 3%       |
| \$45.00   | \$ 3.00   | 7%       |
| \$12.00   | \$ -      | 0%       |
| \$10.00   | \$ -      | 0%       |
| No Charge   |           |          |
| \$ 46.00  | \$ 2.00   | 4%       |
| \$ 84.00  | \$ 2.00   | 2%       |
| \$43.00   | \$ 2.00   | 5%       |
| \$78.00   | \$ 2.00   | 3%       |
| No charge   |           |          |
| \$50.00   | \$ -      | 0%       |
| \$30.00   | \$ -      | 0%       |
| No charge for First Lane. Fee applies to additional lane only |           |          |
| No charge   |           |          |
| \$250.00 first hour and \$150 each additional hour            | \$50.00   | 25%      |
| \$250.00 first hour and \$150 each additional hour            | \$50.00   | 25%      |
| No Charge   |           |          |
| No Charge   |           |          |

## ORDINARY MEETING OF THE COUNCIL

May 19, 2020

**ITEM 6**BROKEN HILL CITY COUNCIL REPORT NO. 63/20SUBJECT:                    DRAFT LONG TERM FINANCIAL PLAN 2021-2030                    16/165**Recommendation**

1. That Broken Hill City Council Report No. 63/20 dated May 19, 2020, be received.
2. That Council endorse the Draft Long Term Financial Plan 2021-2030 for public exhibition.
3. That that Draft Long Term Financial Plan 2021-2030 be placed on public display for 28 days in accordance with legislation.

**Executive Summary:**

When Council began planning the Budget in October 2019, no one had heard the term 'Coronavirus'. Staff had set in place a normal budget process and asked the Councillors for their wish list and priorities, held budget workshops with Councillors in early March 2020 to finalise the budget and prioritise capital works.

Since the initial planning process the world has suffered the effects of COVID-19, with economic impacts hitting businesses and communities hard with forced closures, alterations to operations and loss of jobs and income.

To date the broader financial implications of the pandemic have been severe. The City of Broken Hill is not immune to these impacts and anticipates a significant projected financial impact from this crisis. Major projected impacts include additional operational costs as the Council increases cleaning and maintenance regimes and major (projected) losses in revenue as the local community and wider economy are impacted. A reduction in airport passenger numbers along with the temporary closures of the City's community facilities, such as the Broken Hill Regional Art Gallery, Aquatic Centre and other community centres, may well result in a reduction in visitor numbers over the longer term if tourism or the general economy does not bounce back as expected.

This combined with an already projected long term decline of the population by up to 25% over the next 20 years as per the 2019 NSW Population projection may hasten an already unfavorable position for the City. Council should seek to be proactive in the immediate future to ensure that job retention and growth of the local economy is its key focus so that the impacts of COVID-19 don't exasperate an already unfavourable situation.

The Long-Term Financial Plan identifies that Council must continue to develop strategies and make decisions to ensure the reduction of financial deficits, to ensure the future sustainability of Council. Such decisions may not provide overnight relief from the weakened (Covid-19 induced) financial position and as such it is important to take a longer-term strategic view of the benefits of such decisions.

The Long Term Financial Plan considers, as best it can during these uncertain times, the effects of COVID-19; this is estimated to be a reduction in revenue for the city in the vicinity of \$2.3m for the 2020/21 financial year, which equates to a reduction in revenue of 7.5%. To allow for Council's Long-Term Financial Plan objectives to be met, a corresponding

reduction in expenditure of \$2.3M in addition to the already forecast reduction in the operating deficit of \$695,000, needs to be met. For Council to consider reducing the operating deficit by \$3M in one financial year, would not be practical or feasible without drastically cutting community services.

Council has instead reviewed its Long-Term Financial Plan and proposed a revised model to allow for an increase in the operating deficit for the 2020/21 financial year, maintain its capital works program and agreed asset renewal ratio of 110% and reduce the impact to service delivery, whilst still seeking a return to surplus in 2023. Whilst Council may still return to surplus in 2023, it requires adjustments to previous assumptions and how Council operates. These changes are described in the report below.

**Report:**

A Long-Term Financial Plan is one of the three key Resourcing Strategies required by the NSW Integrated Planning & Reporting legislation.

Local Government operations are vital to its community, and it is important stakeholders can understand the financial implications arising from its Community Strategic Plan, Delivery Program and annual Operational Plan.

A long-term financial plan provides a framework in which a council can assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan. It also:

- establishes greater transparency and accountability of council to the community;
- provides an opportunity for early identification of financial issues and any likely impacts in the longer term;
- provides a mechanism to
  - o solve financial problems as a whole;
  - o see how various plans fit together
  - o understand the impact of some decisions on other plans or strategies;
- provides a means of measuring council's success in implementing strategies; and,
- confirms that council can remain financially sustainable in the longer term.

The Long-term Financial Plan includes:

- projected income and expenditure
- balance sheet
- cash flow statement
- planning assumptions used to develop the plan
- sensitivity analysis – highlight factors most likely to affect the plan
- financial modelling for different scenarios
- methods of monitoring financial performance

Broken Hill City Council remains committed to operating within a financially sustainable framework, to ensure that its community and other stakeholders can rely upon the ongoing provision of a full and diverse range of quality community services, facilities and infrastructure.

The Council plans to maintain its financial position and performance, to ensure resilience and maintain capacity to adapt and respond to emerging community needs in a measured and equitable manner.

The following are the key principles employed in the financial planning and modelling process:

- Financially sustainable.
- Maintain diversity of income sources.
- Return the Council to surplus in a sustainable manner.

- Maintain tight control over expenditure and staff numbers.
- Deliver best value services, facilities and infrastructure.
- Effective and efficient utilisation of funding sources to fund capital works and asset acquisitions.
- Prudent financial investment.
- Consider appropriate use of debt for capital purposes.

The Long-Term Financial Plan continues the Council's commitment to maintain tight control over its financial position and performance, an achievement that has been continually demonstrated through reducing the annual operating deficit.

The funds generated from operations are used to maintain current services and programs and to fund delivery of the Council's capital renewal program, however, the suitability of utilising debt should be considered for appropriate projects and initiatives.

The Operational Plan and forward projections have been set to allow for the delivery of appropriate levels of service, incorporating asset rationalisation and to adequately allow for all known and anticipated changes over the coming ten-year period.

Unexpected cost pressures will always arise (as evidenced by the COVID-19 pandemic), along with increasing service demands. However, in responding to these challenges, the Council will continue to underpin its quality of services with a value for money approach through competitive procurement processes, internal controls and the completion of business improvement programs, incorporating customer feedback; to ensure effectiveness and efficiency.

### **The Proposed Plan (Future Proof Scenario)**

The Council's 2020/21 financial year budgets (as detailed in the Operational Plan and included in the attached plan) form the basis of the financial projections within the Long-Term Financial Plan. While relevant adjustments have been made in the plan's short to medium term, in respect of the impact of the COVID-19 pandemic, the underlying Income Statement and Balance Sheet, are taken to represent "business-as-usual". The underlying income and expenditure form the basis of the later years in the plan, having been escalated by appropriate indices, with appropriate adjustments.

Where new initiatives/projects that will impact operating income and/or expenditure are anticipated, additional adjustments are made to long term projections in the model.

Significant adjustments made to the plan include:

- Capital Grants expected to be received – particularly for the expected development of the Cultural Precinct & Library + Archive.
- Allowances for asset maintenance growth, as a result of now understanding the cost to maintain the City's Assets at an appropriate standard.
- Adjustments to staff resourcing to coincide with a transition from a program of service delivery and maintenance, to an increase in capital renewal.
- Additional borrowing costs and principle repayments have been factored into the 'Future Proof' model, to account for the proposed \$10 million low cost borrowings, accessed through the Office of Local Government's Stimulus Package.
- Adjustments in respect of the closure or reduction in services at a number of Council's revenue-generating facilities and services, due to the COVID-19 pandemic.

The Plan also reflects the fast tracking of certain capital projects and programs through accessing low cost borrowings, through the Office of Local Government's Stimulus package. Within the proposed budget (Future Proof Scenario), it is proposed Council take advantage of this offer and draw down \$10M over a period of ten years at a fixed interest rate of 1.85% per annum. The purpose of this loan will be to fast track infrastructure renewal in the short



term (next three years) and leverage grant opportunities that may effectively turn \$10M of projects into \$20-\$30M of projects through Council being able to utilise the loan borrowings to act as its % contribution to any grant application; the details of which are contained within the proposed capital budget.

The Future Proof Scenario is the preferred option for Council to adopt as it ensures the ongoing financial sustainability of the organisation whilst also providing economic stimulus to the City to retain and grow employment whilst also providing improvement to key community infrastructure for increased livability and attractiveness of the City.

Key Aspects of the proposed (Future Proof) scenario are:

- Return to surplus in 2023.
- Maintain Council's current permanent workforce.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks (such as COVID-19).
- Ensure an appropriate rate of asset renewals is maintained so the City's infrastructure backlog is continually reduced.
- Fast track key community infrastructure through the use of economic stimulus low cost borrowings to aid in restimulating the economy and employment.
- Meet all key financial & OLG benchmarks apart from the Operational Ratio for 2021 and 2022.

This plan is sensitive to a number of internal and external drivers including: Council decisions, operational performance, the external economic environment and State and Federal Government decisions including changes to legislation. Within the Long-Term Financial Plan, there are a number of examples that demonstrate some of Council's main sensitivities and outline the impact of various scenarios on Council's long term financial position.

For the purpose of this section the Scenarios have been limited to the impact of whether Council seeks to take advantage of the economic stimulus low cost loan and if Council made no changes to its operating model following the COVID-19 Pandemic.

**SCENARIO 2 – 'Retreat & Linger'**

This scenario follows the same assumptions as the proposed scenario, but without the economic stimulus low cost loan. Due to COVID-19 and the reduced revenue bases, it is essential for Council to reduce expenditure to protect its income statements, as well as its cash reserves.

This scenario essentially puts the organisation into caretaker mode, with minimal capital works to protect Council's cash reserves for essential operations, as well as reducing expenditure in line with the proposed scenario.

Because of a reduced capital expenditure, Council will fail to meet the capital expenditure ratio benchmark, but more importantly, staff that would normally be utilised on capital works will either need to be utilised on maintenance works, which will be inefficient in the current operating model, or staff numbers will need to be reduced.

This model pushes Council's breakeven point back to 2025 and Council's cash position will be extremely tight. Another financial shock similar to the one currently experienced with COVID-19, will ensure vast service cuts to the community, for the Council to remain viable.

Key Aspects of this Scenario

- Breakeven moved from 2023 to 2025.
- Capital works reduced to protect Council's cash reserves.
- Council will be funding capital works staff from operating funds, or face staff reductions.
- Inefficient operating model.
- Borrowings remain the same
- Some key financial ratios & OLG benchmarks will not be met in the short term.

### **SCENARIO 3 – Do Nothing Scenario**

This scenario is based on the same revenue reduction assumptions in line with the previous two scenarios, however, leaves operational expenditure as planned, prior to the impacts of COVID-19. As you will see below, this pushes Council's breakeven point back to 2027, minimises capital works and puts Council in a high-risk cash position for the immediate future. If this scenario was adopted, Council would find itself in a similar position to that of 2013, when there was not enough cash available to cover external restriction and payable provisions, as well as not meeting the key criteria of a sustainable Council. This position would likely see staff levels reduced and service levels to the community reduced, to ensure the short-medium term viability of Council.

#### **Key Aspects to this Scenario**

- Operational expenditure remains the same as pre COVID-19.
- Breakeven pushed back to 2027
- Capital works reduced to protect Council's cash reserves.
- Cash reserves will be low and would not tolerate another financial shock such as COVID-19.
- Council will be funding capital works staff from operating funds, or face staff reductions.
- Inefficient operating model.
- Borrowings remain the same.
- Some key financial ratios & OLG benchmarks will not be met in the short term.

The Future Proof Scenario is ambitious but achievable, affordable and significantly improves the financial position of Council allowing Council to continue to meet the expectations of the community, maintain service levels and stimulates the local economy to assist in the economic recovery of businesses and retain and grow local employment.

Under the proposed model, the organisation itself is sustainable and financially viable and with the use of internal restrictions and low cost borrowings, as well as prudent and responsible budgeting, planning and financial management, the Council will be able to rebuild its reserves, continue to deliver quality services to the community and replace and renew assets now and into the future, ensuring the same level of service for each generation.

**Community Engagement:**

The Long-Term Financial Plan will be placed on public display for 28 days following the outcome of this meeting.

**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:**

The LTFP must contain the essential elements as outlined in the IP&R Guidelines:

Must be used to inform the decision making during the finalisation of the Community Strategic Plan and the development of the Delivery Program.

Must be for a minimum of 10 years

Must be updated at least annually as part of the development of the Operational Plan, and

Must be reviewed in detail as part of the four-yearly review of the Community Strategic Plan.

The basic structure of the LTFP is outlined in the IP&R Guidelines at point 2.6 under the section on Resourcing Strategy and must include:

- Projected income and expenditure, balance sheet and cash flow statement;
- Planning assumptions used;
- Methods of monitoring financial performance;
- Sensitivity analysis;
- Financial modelling for different scenarios.

**Financial Implications:**

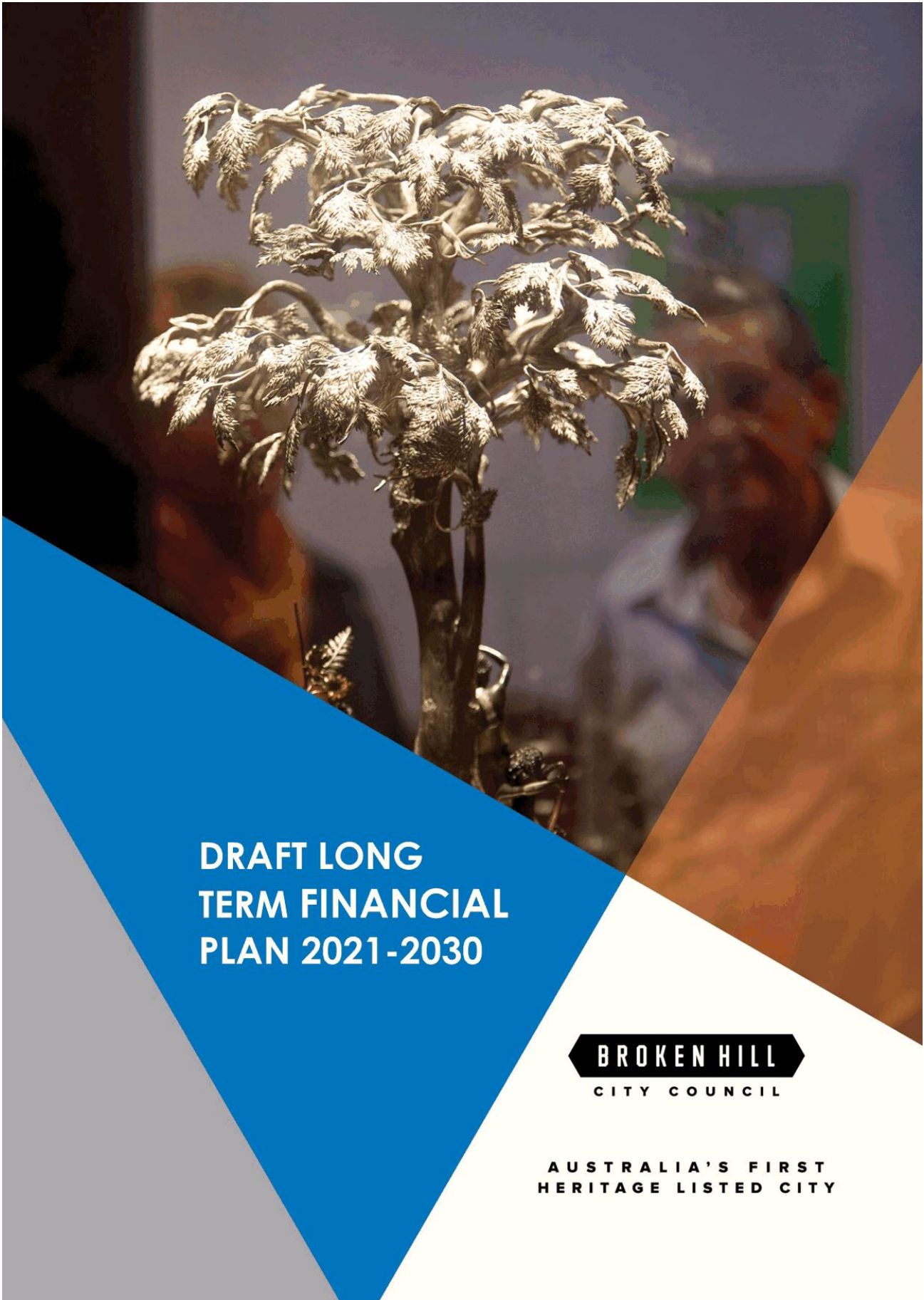
A long term financial plan provides a framework in which a council can assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan.

**Attachments**

1. [↓](#) Draft Long Term Financial Plan 2021-2030

JAY NANKIVELL  
CHIEF FINANCIAL OFFICER

JAMES RONCON  
GENERAL MANAGER



**DRAFT LONG  
TERM FINANCIAL  
PLAN 2021-2030**

**BROKEN HILL**  
CITY COUNCIL

**AUSTRALIA'S FIRST  
HERITAGE LISTED CITY**

| QUALITY CONTROL                         |   |                   |
|---|---|-------------------|
| <b>EDRMS REFERENCES</b>                 | 16/165 – D20/19911  |                   |
| <b>KEY DIRECTION</b>                    | 4. Our Leadership   |                   |
| <b>OBJECTIVE</b>                        | 4.1 Openness and transparency in decision making  |                   |
| <b>STRATEGY</b>                         | 4.1.1 Support the organisation to operate within its legal framework.   |                   |
| <b>FUNCTION</b>                         | Financial Management  |                   |
| <b>PHONE NUMBER</b>                     | 08 8080 3300  |                   |
| <b>EMAIL ADDRESS FOR ENQUIRIES ONLY</b> | <a href="mailto:council@brokenhill.nsw.gov.au">council@brokenhill.nsw.gov.au</a>  |                   |
| <b>DATE</b>                             | <b>ACTION</b>   | <b>MINUTE NO.</b> |
| April 2020                              | Document Developed  | N/A               |
| 27 May 2020                             | Public Exhibition   |                   |
|   |   |                   |
| <b>NOTES</b>                            | Images sourced from Council's Image Library<br>© Copyright Broken Hill City Council 2017  |                   |
| <b>ASSOCIATED DOCUMENTS</b>             | Broken Hill 2033 Community Strategic Plan<br>Delivery Program 2020/2021 incorporating Operational Plan 2020/2021<br>Schedule Fees and Charges 2020/2021 |                   |



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## INTRODUCTION

### MESSAGE FROM YOUR MAYOR

The 2020-21 financial year will see Council make some adjustments to its Long Term Financial Plan to ensure we remain financially viable well into the future.

When Council began planning the Budget in October 2019, no one had heard the term 'Coronavirus'. Our staff had set in place a normal budget process and asked the Councillors for their wish list and priorities, held budget workshops with Councillors in early March 2020 to finalise the budget and prioritise capital works.

Since the initial planning process the world has suffered the effects of COVID-19, with economic impacts hitting businesses and communities hard with forced closures, alterations to operations and loss of jobs and income.

Broken Hill City Council has not been immune to these effects and is being challenged by the effects of COVID-19 and the uncertainty it has created.

We must accept that the way Councils operate into the future will be vastly different due to this pandemic and we must adjust our services accordingly to survive and remain financially viable. A number of these measures are presented in the annual Operational Plan and form the proposed 'Future Proof' scenario.

Council remains committed to returning to surplus in 2023 and continuing to find internal efficiencies by reviewing our whole operation, via the ongoing Service Review process.

While Service Reviews have uncovered numerous avenues through which Council can operate more efficiently, it has also uncovered areas that require urgent attention to ensure Council's finances are not adversely affected.

As has been mentioned by Council previously, there has been an underspend of approximately \$43 million on asset and infrastructure renewal over the past 15 years.

The impact of this underspend is now being fully realised as Council undertakes the first significant review of assets in many



years and begins to fully understand the cost required to bring them up to standard and maintain them into the future.

Put simply, the initial asset review has revealed that Council cannot afford to maintain the vast assets it currently holds and must look to rationalise assets if we wish to avoid significant financial hardship.

Council initially endorsed the rationalisation of assets in the 2016-17 Long Term Financial Plan and has now reached a point where those measures should be enacted.

I understand that this will not be an easy process as our many buildings, parks, ovals and other facilities are used by numerous groups within the community.

It is however, a necessary and financially responsible step to ensure Council's assets are commensurate with the City's population and needs.

Any rationalisation of assets would of course include consultation with the community and we look forward to receiving input from the public when the process begins.

I commend this plan to you and trust that residents will understand that any asset rationalisation will not be undertaken lightly and our decision to take this course of action represents our commitment to providing a financially viable Council for our City.

Mayor Darriea Turley AM

## OVERVIEW

A Long Term Financial Plan (LTFP) is one of the three key Resourcing Strategies required by the NSW Integrated Planning and Reporting legislation. Local Government operations are vital to its community and it is important stakeholders can understand the financial implications arising from its Community Strategic Plan, Delivery Program and annual Operational Plan.

The Integrated Planning and Reporting Guidelines support preparation of the LTFP for Local Government in NSW issued by the Division of Local Government.

The LTFP includes:

- Projected income and expenditure.
- Balance sheet.
- Cash flow statement.
- Planning assumptions used to develop the plan.
- Sensitivity analysis used to highlight factors most likely to affect the plan.
- Financial modelling for different scenarios.
- Methods of monitoring financial performance.



The LTFP contains a core set of assumptions. These assumptions are based on Consumer Price Index (CPI) forecasts, interest rate expectations, employee award increases, loan repayment schedules and other special income and costs.

Broken Hill City Council's revised LTFP covers the period 2020/21 to 2029/30. It recognises Council's current and future financial capacity, to continue delivering high quality services, facilities and infrastructure to the community, while commencing new initiatives and projects to achieve the goals set down in the Broken Hill 2033 Community Strategic Plan.

The LTFP was first adopted 25 June 2014.

Financial planning over a 10-year time horizon is difficult and relies on a variety of assumptions that will undoubtedly change during the period. The LTFP is therefore closely monitored and regularly revised, to reflect these changing circumstances.

This revision takes into consideration a number of significant decisions which have been implemented to improve Council's financial sustainability over the past year.

A number of scenarios and sensitivities were considered during the development of the LTFP to demonstrate Council's sensitivity to internal and external drivers.

**“The Long Term Financial Plan is the point where long-term community aspirations and goals are tested against financial realities.”**

**DLG Manual, 2013**

The aims of Council's LTFP are to:

- Set out the assumptions upon which Council's Financial Plans and budgets have been structured.
- Identify the Key Performance Indicators upon which Council can benchmark its financial performance.
- Set the framework so that the impact of future policy decisions can be identified.
- Evaluate the impact of future scenarios upon Council's financial position.
- Provide a basis for future informed decision making.
- Identify issues which impact upon the financial sustainability of Council, including known opportunities and threats.

Achieve a balanced budget on a funding basis over time, acknowledging that efficient service delivery and urgent asset renewal are current priorities where working fund deficits are forecast.

- Seek to reduce the current working fund deficits, by reducing operating costs in real terms, or expanding the revenue base of Council.



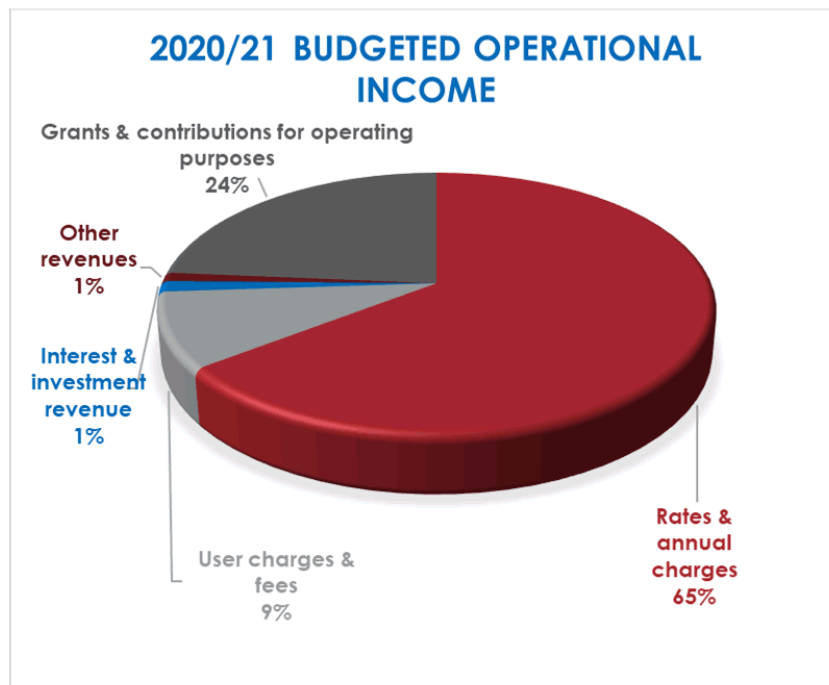
## FINANCIAL POSITION

Council faces a number of challenges in terms of financial sustainability. Our Council administers the largest regional centre in the western half of New South Wales.

As per the 2019 NSW Population Projection, the population of the Far West Region is projected to decrease by 25% between 2016 and 2041.

As a result, the Broken Hill Local Government Area's population is forecast to decrease from 18,100 in 2016 to 13,650 in 2041. This population decline puts pressure on the affordability of services by the ratepayers.

Council currently operates on an annual income of around \$30 million, with a substantial percentage being derived from government grants which cannot be guaranteed into the future. The graph below shows sources of income.



In 2013, the Division of Local Government appointed New South Wales Treasury Corporation (TCorp) to undertake an assessment of the financial sustainability of all New South Wales councils.

The report by TCorp, which considered both historic financial information and a 10-year financial forecast, determined Council to be in a very unstable financial position and unsustainable.

Overall, the financial sustainability of Council was assessed as 'Very Weak'. A rating of 'Very Weak' was given to only

five New South Wales councils and can be described as follows:

- A Local Government with limited capacity to meet its financial commitments in the short to medium term and a very limited capacity long term.
- It has a record of reporting significant operating deficits. It is highly unlikely to be able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business without the need for

structural reform and major revenue and/or expense adjustments.

- The expense adjustments are likely to result in significant changes to the range of and/or quality of services offered and it may need the assistance from higher levels of government.
- It has difficulty in managing its core business risks.

For the period 1999 to 2016, Council accumulated annual operating losses in excess of \$65 million which resulted in an underspend on infrastructure renewals of about \$54 million. This is evident by the deteriorating nature of Broken Hill City Council's infrastructure and the urgent need for renewal across the City.

Council has since achieved significant improvement and taken steps in the right direction towards becoming financially sustainable. Since Council received the report, it has undertaken the following key actions.

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

In December 2014, Council resolved to cease operations of a financially unsustainable aged care facility – the Shorty O'Neil Village. In October 2016, Council successfully transitioned out of community services avoiding the loss of block funding by the introduction of the National Disability Insurance Scheme (NDIS).

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

Due to the actions taken since the initial review in 2013 and the significant improvements made, TCorp have made the assessment that Council now has a Financial Sustainability Ratio of 'Weak' with an outlook of positive, with further improvements likely based on key planning assumptions.

A rating of 'Weak' can be described as follows:

- A local government with acceptable capacity to meet its financial commitments in the short to medium term and a limited capacity in the long term.
- It has a record of reporting moderate to significant operating deficits with a recent operating deficit being significant. It is unlikely to be able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business, without the need for significant revenue and/or expense adjustments.
- The expense adjustments would result in significant changes to the range and/or quality of services offered.
- It may experience difficulty in managing core business risks.

Whilst this has been a significant improvement, Council still has a lot of hard work and tough decisions ahead of it before it can be deemed financially sustainable in the long-term.

The effects of the COVID-19 pandemic have tested much of the terminology described above and proven true that Council must adjust its services as a result of unforeseen financial shocks.

Council must now review its service levels with the community and understand the priority areas and not only the capacity, but the desire of paying for these services.

The strength of Local Government is important when considering the quality of life for residents within a community and our community cannot afford major revenue adjustments in the form of high rating increases, for the purpose of balancing the bottom line. It is therefore important that we only spend what we can afford; what our community can afford.

Local Government decisions impact not only the current generation but the next. In order to ensure services and infrastructure adapt to the changing needs of our generations, we must ensure our financial position and our asset management practices are strong.

It is clear that in order to continue to meet the needs of current and future residents of Broken Hill; that Council must address financial sustainability.



## FINANCIAL IMPACTS OF THE COVID-19 PANDEMIC

The COVID-19 (novel coronavirus) pandemic is an unprecedented public health crisis which has fast tracked an associated economic crisis as a result. Unemployment is forecast to rise significantly, with job losses impacting many sectors across our community such as accommodation and food services, retail trade, arts and recreation services, education services, construction and professional services. With a long term projected decline in population, further job losses may hasten any decline, without focussed stimulus.

To date the broader financial implications of the pandemic have been severe. The City of Broken Hill is not immune to these impacts and anticipates a significant projected financial impact from this crisis. Major projected impacts include additional operational costs as the Council increases cleaning and maintenance regimes and major (projected) losses in revenue as the local community and wider economy are impacted. Temporary closures of City's community facilities, such as the Broken Hill Regional Art Gallery, Aquatic Centre and other community centres, may well result in a reduction in visitor numbers over the longer term if tourism or the general economy does not bounce back as expected.

A range of initiatives designed to alleviate financial pressure on small businesses across the City were presented to Council in March 2020. They included a revised procurement policy to favour local businesses, a freeze on overdue interest and a freeze on debt recovery until 30 June 2020.

The breadth and depth of the impact is difficult to assess in this current environment, however initial projected forecasts estimate potential net revenue reductions of between \$1.7 million and \$2 million for the fourth quarter of 2019/20 and up to a further \$2.3 million for the 2020/21 financial year. This equates to a projected 7.5% reduction in revenue for the Council for the upcoming 2020/21 financial year.

In addition to this revenue loss, there will also be additional cash flow pressures on the Council following decisions to defer payment plans for its residents and businesses that require rate relief for the immediate future. To reflect this inherent operational uncertainty, additional scenarios have been financially modelled and reflected in the Long-Term Financial Plan.

The proposed scenario (Future Proof scenario) of the LTFP reflects Federal and State Government advice regarding the expected duration of COVID-19 response measures; namely the six-month period to September/October 2020 with restrictions beginning to ease throughout this time.

Despite the impacts of the COVID-19 pandemic, the Council's strong financial management in recent years has made the organisation reasonably resilient to disruption, whilst focussing on the renewal of infrastructure at a rate acceptable to improve the liveability and attractiveness of the City.



## FINANCIAL PRINCIPLES AND ASSUMPTIONS

Broken Hill City Council remains committed to operating within a financially sustainable framework, to ensure that its community and other stakeholders can rely upon the ongoing provision of a full and diverse range of quality community services, facilities and infrastructure.

The Council plans to maintain its financial position and performance, to ensure resilience and maintain capacity to adapt and respond to emerging community needs in a measured and equitable manner.

The following are the key principles employed in the financial planning and modelling process:

- Financially sustainable.
- Maintain diversity of income sources.
- Return the Council to surplus in a sustainable manner.
- Maintain tight control over expenditure and staff numbers.
- Deliver best value services, facilities and infrastructure.
- Effective and efficient utilisation of funding sources to fund capital works and asset acquisitions.
- Prudent financial investment.
- Consider appropriate use of debt for capital purposes.

The Long Term Financial Plan continues the Council's commitment to maintain tight control over its financial position and performance, an achievement that has been continually demonstrated through reducing the annual operating deficit.

The funds generated from operations are used to maintain current services and programs and to fund delivery of the Council's capital renewal program, however, the suitability of utilising debt should be considered for appropriate projects and initiatives.

The Operational Plan and forward projections have been set to allow for the delivery of appropriate levels of service, incorporating asset rationalisation and to adequately allow for all known and anticipated changes over the coming ten-year period.

Unexpected cost pressures will always arise (as evidenced by the COVID-19

pandemic), along with increasing service demands. However, in responding to these challenges, the Council will continue to underpin its quality of services with a value for money approach through competitive procurement processes, internal controls and the completion of business improvement programs, incorporating customer feedback; to ensure effectiveness and efficiency.

For the 'Future Proof' scenario of the long term financial model, revenue and expenditure projections are generally based on stable overall cost increases of 2-3% per annum, reflecting recent trends in CPI movements and conservatively modelled on the upper end of the Reserve Bank targeted range of inflation. Elements of revenue and expenditure that are subject to wider fluctuation have been modelled accordingly (refer to Assumptions). For this plan, additional variations have been added in respect of COVID-19 impacts, both to the proposed 'Future Proof Scenario' and to multiple alternate scenarios.

As noted above, the annual operational budget plans for a reducing deficit with a surplus planned for in 2023, which, combined with the Council's interest earnings and capital contributions, provide funding for ongoing capital works projects and programs that are designed and constructed to provide Broken Hill with renewed and revitalised infrastructure.

The Council will continue to prudently manage its cash reserves and investments, to ensure that appropriate financial reserves are available to meet the Council's liabilities and commitments, as they fall due and manage cash flow demands to ensure responsible financial management control.

While externally restricted reserves will be maintained in accordance with legislative requirements, several internally restricted reserves are used to ensure that funds are set aside to directly support capital commitments of the Council.

The Council closely monitors its financial performance and publishes several key financial indicators within its quarterly budget reviews, to demonstrate its financial health and sustainability.

## ASSUMPTIONS

The Council's 2020/21 financial year budgets (as detailed in the Operational Plan and included in the attached plan) form the basis of the financial projections within the Long Term Financial Plan. While relevant adjustments have been made in the plan's short to medium term, in respect of the impact of the COVID-19 pandemic, the underlying Income Statement and Balance Sheet, are taken to represent "business-as-usual". The underlying income and expenditure form the basis of the later years in the plan, having been escalated by appropriate indices, with appropriate adjustments.

Broadly, the Plan utilises forecast annual CPI growth as an indicative guide to annual income and expenditure movements. Appropriate adjustments are made where income or expenditure items are known to escalate on a different basis. Where new initiatives/projects that will impact operating revenue and/or expenditure are anticipated, additional adjustments are made to long term projections in the model.

Significant adjustments include:

- Capital Grants expected to be received – particularly for the expected development of the Cultural Precinct & Library + Archive.
- Allowances for asset maintenance growth, as a result of understanding the cost to maintain the City's Assets at an appropriate standard.
- Adjustments to staff resourcing to coincide with a transition from a program of service delivery and maintenance, to an increase in capital renewal.
- Additional borrowing costs and principle repayments have been factored into the 'Future Proof' model, to account for the proposed

\$10 million low cost borrowings, accessed through the Office of Local Government's Stimulus Package.

- Adjustments in respect of the closure of a number of the Council's revenue-generating facilities and services, due to the COVID-19 pandemic.

The Capital Program is forecast over the ten-year timeframe of the Plan. In later years, where specific projects may not have yet been fully identified, provisional sums are included reflecting historical works patterns and in line with renewal requirements, identified as part of the Asset Management Strategy and T-Corp Ratios.

In addition to the COVID-19 stimulus measures adopted by Council, the Plan also reflects the fast tracking of certain capital projects and programs through accessing low cost borrowings, through the Office of Local Government's Stimulus package. This purpose of these funds will be to leverage additional grant money and effectively turning \$10 million into \$20-\$30 million of capital projects.

As capital projects are forecast to be completed, corresponding income and expenditure (including depreciation) impacts, are factored into future financial results.

Other assumptions relating to specific income and expenditure types are included within this Long Term Financial Plan.

In preparing the Plan, the Council undertakes a wide range of sensitivity testing and scenario modelling, to ensure the most effective and realistic balanced scenario; in this case the 'Future Proof' scenario.

**REVENUE ASSUMPTIONS**

| <b>Item</b>               | <b>Assumption</b> | <b>Comment</b>  |
|---------------------------|-------------------|---|
| Rate Increase             | 2.6%              | 1part Rate Peg  |
| Waste Management Charge   | CPI               | Annual charges will increase in line with operating expenses.                                     |
| Statutory Charges         | CPI               | Statutory charges are expected to increase in line with CPI.                                      |
| User Fees and Charges     | CPI               | Statutory charges are expected to increase in line with CPI.                                      |
| Investment Interest       | 2-3%              | Interest is calculated on the forecast cash and investment balances.                              |
| Interest on overdue rates | 6.5%              | 6% above the Reserve Bank cash rate.  |
| Other revenues            | CPI               | Other revenues consist of program fees and sundry income items.                                   |
| Operating grants          | CPI               | Operating grants include the financial assistance grant and the public library funding agreement. |

**EXPENDITURE ASSUMPTIONS**

| <b>Item</b>                             | <b>Assumption</b> | <b>Comment</b>  |
|---|-------------------|---|
| Employee Benefits and on-costs          | 2.75%             | Employee costs increase in line with the 2018 Broken Hill Consent Award.                          |
| Borrowing Costs                         | N/A               | All Council loans are fixed and are based on actual interest repayments.                          |
| Materials, contracts and other expenses | CPI               | These increase in line with CPI however, an efficiency factor of 2% has been built into the plan. |

## OUR PROGRESS TOWARDS FINANCIAL SUSTAINABILITY

Since the adoption of the Balanced Scenario LTFP in 2014, Council has made several decisions that have improved our financial outlook. This section outlines some of those improvements.

### IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

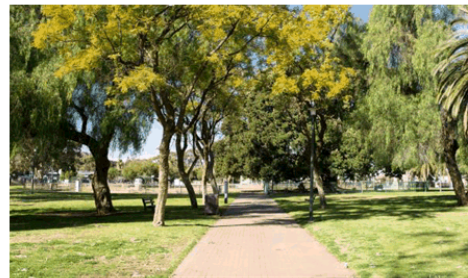
Although operational efficiencies alone are unlikely to provide the level of additional funding required to achieve financial sustainability, there is scope to improve Council's financial position, by undertaking a full review of operations. This includes reviewing the organisational structure and business systems, exploring opportunities for out-sourcing activities and improving project management capabilities.

At the March 2017 Ordinary Council Meeting, Council adopted a Service Review Framework and methodology. During this term of Council, management will oversee more than 65 internal and external service reviews, to generate efficiencies and savings throughout the organisation. This review is not all about financial savings, it is about ensuring Council is delivering the services that the Community requires, at the level the Community expects. In some instances, this may mean further resources are dedicated to some areas, where other areas may have resources reduced. Most importantly, it will ensure that all services are delivered in the most effective and efficient way possible.

In October 2017, Council adopted a Smart Community Framework to improve quality of life, prosperity and sustainability for its community, by using technology in optimising processes, solving challenges proactively, building intelligence and productivity and facilitating proactive and meaningful engagement, between all stakeholders.

Council has successfully implemented several technologies to increase efficiency and sustainability throughout the city. Examples of this include, smart bins - which reduce the number of bin collections, smart solar and wind lighting - which has

enabled Council to remove the lighting for Sturt Park, Patton Park and the Administrative Centre Grounds, from the electrical grid. This has not only enabled a financial savings but is a sustainable option for the community. Further implementation of similar technologies is planned through the reporting period.



### IMPROVING ASSET MANAGEMENT

Council is in the process of undertaking a review of all infrastructure assets, to ensure that it is providing services and infrastructure that meets the community needs and is within the community's ability to pay. As a result of this process, it is anticipated that Council will generate significant replacement savings and associated running costs.

During this year's review of the LTFP, the 'Future Proof' scenario will see Council continuing to budget for a greater than, or equal to, 110% asset renewal. This is a direct impact of the prior year's decisions in improving Council's financial position and beginning to understand the renewal requirement to reduce the backlog. This enables Council to continually renew and maintain assets as they are required, as well as ensuring quality infrastructure is in place, for future generations. The ongoing success of this is dependent on ensuring that we are only renewing required and utilised assets.

### REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

It is imperative that service level reviews occur throughout the 2020/2021 financial year, with consultation with the community.

It is expected that a detailed plan of community expectations and priorities, will be achieved and factored into service levels and capital expenditure, throughout further reviews of the LTFP. This is a significant piece of work that will be required to ensure the future financial sustainability of Council and balancing the budget within the reporting period.

Council is approaching the crossroads, where a decision will need to be made in regard to asset rationalisation, or a special rate variation (SRV); COVID-19 has made this more important than ever. If either one of these solutions is not adopted, the Council will be in financial peril.

#### **IMPROVING FINANCIAL CONTROL**

Improving staffing understanding and capacity, systems controls, procedures and reporting for Council's finance function, has been imperative to achieve improvements in Council's financial position.

Savings have been generated throughout the year, as a result of a concerted effort by staff to reduce expenditure.

A review of procurement practices has facilitated improved governance, resulting in greater value for money.

An internal audit function was implemented in the 2018/19 financial year to ensure greater governance and transparency and has already achieved a number of process improvements and identified lost revenue opportunities.

#### **INCREASING INCOME**

Throughout the past year, Council has proactively sought private works including Roads and Maritime Services (RMS) contracts. Increasing our income in this area, allows more effective use of Council resources; contributing to an improved financial position.

Improved capacity to bid for State and Federal funding has resulted in competitive grants being awarded to Council.

Council is also currently reviewing all fees and charges, to ensure appropriate costs recovery and additional areas of revenue generation.

#### **CASHFLOW MANAGEMENT**

Close monitoring in relation to the timing of expenditure and level of cash reserves throughout the year, has resulted in efficiencies; generating savings.

#### **RECRUITMENT SUCCESS**

Leadership, experience and technical skills are of shortage across Local Government in general. Throughout the year, Council has been successful in attracting a number of professional staff and sourcing talent from within to fill key positions, resulting in, improved efficiencies and continuing to move Council towards financial sustainability.

The importance of key positions within the organisational structure, on the financial fortunes of a Council, cannot be underestimated.

## THE BALANCED SCENARIO (FUTURE PROOF) REVIEWED

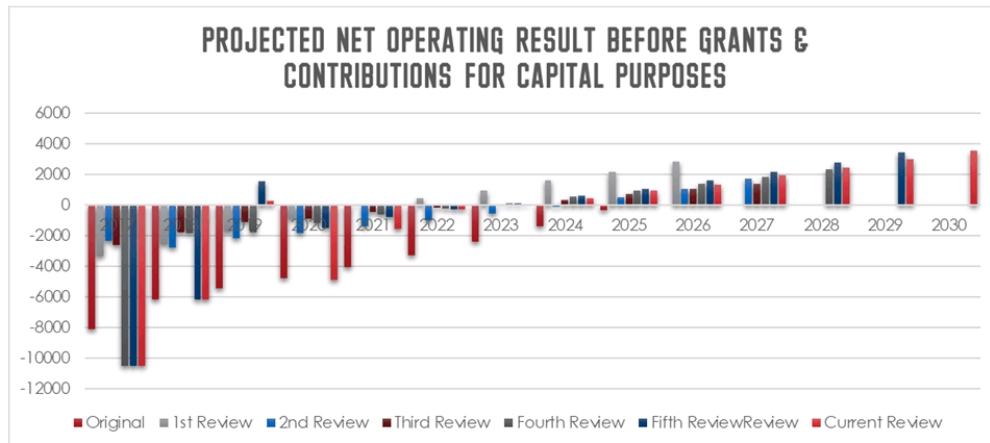
On 25 June 2014, Council endorsed a Balanced Scenario to ensure financial sustainability and to strengthen Council to serve the community of Broken Hill, into the future.

The Balanced Scenario incorporated organisational efficiencies, decreasing expenditure and increasing revenue to achieve a surplus operating position, by the end of the Plan.

As outlined in this review, significant progress has been made in relation to Council's financial position throughout 2018/2019.

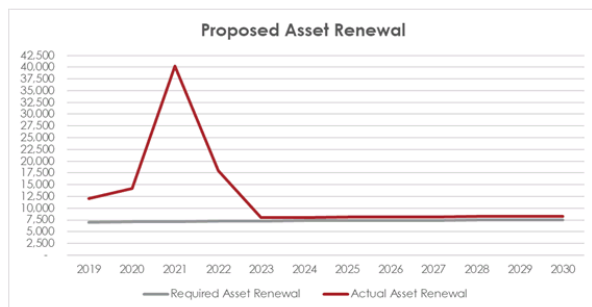
This has strengthened Council's financial position; however, further improvements can only be made by adjusting service levels to the community, to a more realistic and feasible level.

The following chart demonstrates the improvement in Council's financial position, over the previous four reviews. Council is still anticipating to breakeven in 2023. Whilst returning to surplus is achievable earlier than 2023, a slower transition to surplus has been recommended so that service levels to the community are not drastically reduced and there is no additional rate increase above the statutory peg.



Over the 10 year period, Council will spend in excess of \$123m on infrastructure renewals and upgrades. This will cover the required amount to meet Infrastructure renewal, from ongoing consumption of assets, as well as investing in reducing the Infrastructure backlog, due to Infrastructure replacement neglect, due to insufficient cash reserves and operating

practices during the past decade. This is a significant step forward for Council in achieving sustainable assets, reducing ongoing operational maintenance costs and ensuring quality Infrastructure, for future generations. The previous Plan had Council achieving Infrastructure renewal at a rate equal to, or greater than, the benchmark in 2025, this was achieved from 2017/18 onwards.





The Balanced Scenario, adopted 25 June 2014, decreases operating expenditure and increases revenue, to achieve a surplus operating position by the end of the planning period.

This scenario has been reviewed, considering strategies implemented over the past six years, strategies to deal with the impacts of COVID-19 and Council is still expected to achieve a surplus operating position in 2022/2023.

To achieve these results, the Balanced (Future Proof) Scenario assumes that Council:

1. undertakes additional operating changes to generate productivity improvements and efficiency gains thus reducing employment costs and materials and contracts;
2. undertakes service level reviews to determine the communities service needs and what they are willing to pay; and
3. undertakes a review of assets held and where appropriate adopts a rationalisation strategy to reduce overall operating costs.
4. Borrows \$10 million from T-Corp as part of the Office of Local Government Stimulus package to assist in fast tracking community infrastructure projects and kick start the local economy post COVID-19.

It is assumed that a 2.0% annual efficiency gain is made for materials, contracts and other expenditure for the planning period. The scenario assumes an underlying CPI index of 2.5% therefore the annual efficiency gain does not completely absorb the indexation.

This is an ambitious plan, requiring savings in operational expenditure of \$600,000 alone to adjust for the effects of COVID-19. This still leaves the Council with an operating deficit of \$800,000 more than was anticipated in last year's plan.

If successful, all financial indicators (excluding extra-ordinary items and other

than the operating indicator) will be maintained within the benchmarks throughout the planning period.

A review of asset management plans to align with updated financial projections are currently being undertaken along with revised asset valuations to better analyse Council's asset ratios.

Based upon planned asset expenditure and cash and investments, Council's available funds for asset renewals over the planning period under the balanced scenario is equal to or greater than the 100% of the rate of asset consumption via depreciation.

#### Key Aspects of the proposed (Future Proof) scenario are:

- Return to surplus in 2023.
- Maintain and grow Council's permanent workforce.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks (such as COVID-19).
- Ensure an appropriate rate of asset renewals is maintained so the City's infrastructure backlog is continually reduced.
- Fast track key community infrastructure through the use low economic stimulus low cost borrowings to aid in restimulating the economy and employment.
- Meet all key financial & OLG benchmarks apart from the Operational Ratio for 2021 and 2022.



| <b>LONG TERM FINANCIAL PLAN - FUTURE PROOF SCENARIO</b>   |                |               |                |                 |               |               |               |               |               |               |               |               |               |
|---|----------------|---------------|----------------|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>INCOME STATEMENT</b>   |                |               |                |                 |               |               |               |               |               |               |               |               |               |
| \$ '000   | 2018           | 2019          | 2020           | 2021            | 2022          | 2023          | 2024          | 2025          | 2026          | 2027          | 2028          | 2029          | 2030          |
|   | Actual         | Actual        | Q2 Review      | Proposed Budget | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      |
| <b>Income from Continuing Operations</b>  |                |               |                |                 |               |               |               |               |               |               |               |               |               |
| <b>Revenue:</b>   |                |               |                |                 |               |               |               |               |               |               |               |               |               |
| Rates & annual charges  | 17,068         | 18,041        | 18,001         | 18,400          | 18,879        | 19,370        | 19,873        | 20,390        | 20,920        | 21,464        | 22,022        | 22,595        | 23,182        |
| User charges & fees   | 3,840          | 11,125        | 4,046          | 2,674           | 4,104         | 4,206         | 4,312         | 4,419         | 4,530         | 4,643         | 4,759         | 4,878         | 5,000         |
| Interest & investment revenue   | 924            | 1,548         | 1,167          | 371             | 630           | 652           | 687           | 734           | 801           | 1,012         | 1,121         | 1,247         | 1,393         |
| Other revenues  | 518            | 685           | 401            | 305             | 435           | 446           | 457           | 469           | 481           | 493           | 505           | 518           | 530           |
| Grants & contributions for operating purposes   | 6,283          | 6,272         | 6,555          | 6,740           | 6,875         | 7,012         | 7,152         | 7,295         | 7,441         | 7,590         | 7,742         | 7,897         | 8,055         |
| Grants & contributions for capital purposes   | 97             | 2,813         | 4,210          | 30,011          | 13,000        | 3,260         | 3,325         | 3,392         | 3,460         | 3,529         | 3,599         | 3,671         | 3,745         |
| <b>Other Income:</b>  |                |               |                |                 |               |               |               |               |               |               |               |               |               |
| Net gains from disposal of assets   | 29             | -             | -              | -               | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Net share of interests in joint ventures  | -              | 1,461         | -              | -               | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| <b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>  | <b>28,759</b>  | <b>41,945</b> | <b>34,378</b>  | <b>58,501</b>   | <b>43,923</b> | <b>34,946</b> | <b>35,807</b> | <b>36,699</b> | <b>37,632</b> | <b>38,731</b> | <b>39,748</b> | <b>40,806</b> | <b>41,905</b> |
| <b>Expenses from Continuing Operations</b>  |                |               |                |                 |               |               |               |               |               |               |               |               |               |
| Employee benefits & costs   | 13,748         | 14,235        | 14,300         | 12,396          | 12,737        | 13,087        | 13,447        | 13,817        | 14,197        | 14,587        | 14,989        | 15,401        | 15,824        |
| Borrowing costs   | 629            | 788           | 582            | 727             | 685           | 645           | 604           | 562           | 518           | 473           | 426           | 377           | 327           |
| Materials & contracts   | 8,550          | 11,575        | 8,609          | 5,602           | 6,121         | 6,149         | 6,176         | 6,204         | 6,232         | 6,260         | 6,288         | 6,317         | 6,345         |
| Depreciation & amortisation   | 7,799          | 6,941         | 7,148          | 7,064           | 7,225         | 7,297         | 7,329         | 7,361         | 7,393         | 7,426         | 7,459         | 7,491         | 7,524         |
| Impairment  | -              | -             | -              | -               | -             | -             | -             | 48            | -             | -             | -             | -             | -             |
| Other expenses  | 4,117          | 4,708         | 4,393          | 4,267           | 4,408         | 4,428         | 4,448         | 4,468         | 4,488         | 4,508         | 4,528         | 4,548         | 4,569         |
| Net losses from disposal of assets  | -              | 581           | -              | -               | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| <b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>  | <b>34,843</b>  | <b>38,828</b> | <b>35,033</b>  | <b>30,056</b>   | <b>31,176</b> | <b>31,605</b> | <b>32,004</b> | <b>32,364</b> | <b>32,828</b> | <b>33,254</b> | <b>33,690</b> | <b>34,134</b> | <b>34,590</b> |
| <b>OPERATING RESULT FOR THE YEAR</b>  | <b>(6,084)</b> | <b>3,117</b>  | <b>(654)</b>   | <b>28,446</b>   | <b>12,747</b> | <b>3,341</b>  | <b>3,803</b>  | <b>4,336</b>  | <b>4,804</b>  | <b>5,477</b>  | <b>6,058</b>  | <b>6,671</b>  | <b>7,316</b>  |
| <b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>                               | <b>(6,181)</b> | <b>304</b>    | <b>(4,864)</b> | <b>(1,565)</b>  | <b>(253)</b>  | <b>81</b>     | <b>478</b>    | <b>944</b>    | <b>1,345</b>  | <b>1,948</b>  | <b>2,459</b>  | <b>3,000</b>  | <b>3,571</b>  |
| <b>NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b> | <b>(6,181)</b> | <b>304</b>    | <b>(4,864)</b> | <b>(1,565)</b>  | <b>(253)</b>  | <b>81</b>     | <b>478</b>    | <b>944</b>    | <b>1,345</b>  | <b>1,948</b>  | <b>2,459</b>  | <b>3,000</b>  | <b>3,571</b>  |

| LONG TERM FINANCIAL PLAN – FUTURE PROOF SCENARIO  |                |                |                |                 |                |                |                |                |                |                |                |                |                |
|---|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| STATEMENT OF FINANCIAL POSITION                   |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| \$ '000   | 2018           | 2019           | 2020           | 2021            | 2022           | 2023           | 2024           | 2025           | 2026           | 2027           | 2028           | 2029           | 2030           |
|   | Actual         | Actual         | Q2 Review      | Proposed Budget | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       |
| <b>Assets</b>                                     |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| <b>Current Assets:</b>                            |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Cash & cash equivalents                           | 27,509         | 15,473         | 6,694          | 5,772           | 6,368          | 7,500          | 9,045          | 11,022         | 10,456         | 10,506         | 11,081         | 10,210         | 10,920         |
| Investments                                       | 1,000          | 9,000          | 9,000          | 14,000          | 14,000         | 14,000         | 14,000         | 14,000         | 17,000         | 20,000         | 23,000         | 28,000         | 32,000         |
| Receivables                                       | 4,766          | 5,311          | 4,976          | 5,973           | 6,559          | 7,271          | 7,862          | 8,215          | 9,067          | 9,594          | 10,187         | 10,762         | 11,375         |
| Inventories                                       | 115            | 122            | 125            | 128             | 131            | 135            | 138            | 141            | 145            | 149            | 152            | 156            | 160            |
| Other   | 155            | 551            | 565            | 579             | 593            | 608            | 623            | 639            | 655            | 671            | 688            | 705            | 723            |
| Non-current assets classified as 'held for sale'  | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>TOTAL CURRENT ASSETS</b>                       | <b>33,545</b>  | <b>30,457</b>  | <b>21,360</b>  | <b>26,453</b>   | <b>27,652</b>  | <b>29,514</b>  | <b>31,668</b>  | <b>34,018</b>  | <b>37,324</b>  | <b>40,921</b>  | <b>45,109</b>  | <b>49,833</b>  | <b>55,179</b>  |
| <b>Non-Current Assets:</b>                        |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Investments                                       | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| Receivables                                       | 75             | 47             | 47             | 47              | 25             | 25             | 25             | 25             | 25             | 25             | 25             | 25             | 25             |
| Inventories                                       | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| Infrastructure, property, plant & equipment       | 213,974        | 218,410        | 225,513        | 258,745         | 269,468        | 270,198        | 270,931        | 271,667        | 272,406        | 273,149        | 273,895        | 274,644        | 275,396        |
| Investments accounted for using the equity method | -              | 1,461          | 1,461          | 1,461           | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          |
| Investment property                               | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| Intangible assets                                 | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>TOTAL NON-CURRENT ASSETS</b>                   | <b>214,049</b> | <b>219,918</b> | <b>227,021</b> | <b>260,253</b>  | <b>270,954</b> | <b>271,684</b> | <b>272,417</b> | <b>273,153</b> | <b>273,892</b> | <b>274,635</b> | <b>275,381</b> | <b>276,130</b> | <b>276,882</b> |
| <b>TOTAL ASSETS</b>                               | <b>247,594</b> | <b>250,375</b> | <b>248,381</b> | <b>286,706</b>  | <b>298,606</b> | <b>301,198</b> | <b>304,084</b> | <b>307,171</b> | <b>311,216</b> | <b>315,556</b> | <b>320,489</b> | <b>325,963</b> | <b>332,061</b> |
| <b>Liabilities</b>                                |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| <b>Current Liabilities:</b>                       |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Payables  | 5,897          | 3,664          | 5,393          | 5,931           | 5,678          | 6,812          | 6,954          | 7,395          | 8,033          | 8,325          | 8,864          | 9,329          | 9,744          |
| Income Received in Advance                        | -              | 129            | 129            | 129             | 129            | 129            | 129            | 129            | 129            | 129            | 129            | 129            | 129            |
| Borrowings  | 628            | 570            | 552            | 1,428           | 1,469          | 1,508          | 1,551          | 1,595          | 1,641          | 1,687          | 1,736          | 1,786          | 733            |
| Provisions  | 4,269          | 4,060          | 4,247          | 3,813           | 3,801          | 3,678          | 3,455          | 3,387          | 3,214          | 3,069          | 2,949          | 2,790          | 2,657          |
| <b>TOTAL CURRENT LIABILITIES</b>                  | <b>10,794</b>  | <b>8,423</b>   | <b>10,320</b>  | <b>11,300</b>   | <b>11,078</b>  | <b>12,126</b>  | <b>12,089</b>  | <b>12,506</b>  | <b>13,017</b>  | <b>13,210</b>  | <b>13,678</b>  | <b>14,033</b>  | <b>13,263</b>  |
| <b>Non-Current Liabilities:</b>                   |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Payables  | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| Borrowings  | 13,064         | 12,522         | 11,970         | 19,623          | 18,154         | 16,646         | 15,095         | 13,500         | 11,859         | 10,172         | 8,436          | 6,650          | 5,917          |
| Provisions  | 6,141          | 8,729          | 10,898         | 11,984          | 14,362         | 15,879         | 17,970         | 19,678         | 21,641         | 23,435         | 25,341         | 27,172         | 29,054         |
| <b>TOTAL NON-CURRENT LIABILITIES</b>              | <b>19,205</b>  | <b>21,251</b>  | <b>22,868</b>  | <b>31,607</b>   | <b>32,516</b>  | <b>32,525</b>  | <b>33,065</b>  | <b>33,178</b>  | <b>33,500</b>  | <b>33,607</b>  | <b>33,777</b>  | <b>33,822</b>  | <b>34,971</b>  |
| <b>TOTAL LIABILITIES</b>                          | <b>30,000</b>  | <b>29,674</b>  | <b>33,188</b>  | <b>42,907</b>   | <b>43,593</b>  | <b>44,651</b>  | <b>45,154</b>  | <b>45,684</b>  | <b>46,517</b>  | <b>46,816</b>  | <b>47,455</b>  | <b>47,856</b>  | <b>48,234</b>  |
| <b>NET ASSETS</b>                                 | <b>217,594</b> | <b>220,701</b> | <b>215,193</b> | <b>243,799</b>  | <b>255,012</b> | <b>256,547</b> | <b>258,931</b> | <b>261,487</b> | <b>264,698</b> | <b>268,739</b> | <b>273,034</b> | <b>278,107</b> | <b>283,827</b> |
| <b>Equity</b>                                     |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Retained earnings                                 | 108,767        | 111,884        | 106,376        | 134,982         | 146,195        | 147,730        | 150,114        | 152,670        | 155,881        | 159,922        | 164,217        | 169,290        | 175,010        |
| Revaluation reserves                              | 108,817        | 108,817        | 108,817        | 108,817         | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        |
| <b>Council equity interest</b>                    | <b>217,584</b> | <b>220,701</b> | <b>215,193</b> | <b>243,799</b>  | <b>255,012</b> | <b>256,547</b> | <b>258,931</b> | <b>261,487</b> | <b>264,698</b> | <b>268,739</b> | <b>273,034</b> | <b>278,107</b> | <b>283,827</b> |
| <b>Non-controlling interest</b>                   |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| <b>TOTAL EQUITY</b>                               | <b>217,584</b> | <b>220,701</b> | <b>215,193</b> | <b>243,799</b>  | <b>255,012</b> | <b>256,547</b> | <b>258,931</b> | <b>261,487</b> | <b>264,698</b> | <b>268,739</b> | <b>273,034</b> | <b>278,107</b> | <b>283,827</b> |

| LONG TERM FINANCIAL PLAN – FUTURE PROOF SCENARIO                    |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
|---|----------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| STATEMENT OF CASH FLOWS   |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| \$ '000   | 2018           | 2019            | 2020            | 2021            | 2022            | 2023           | 2024           | 2025           | 2026            | 2027            | 2028            | 2029            | 2030            |
|   | Actual         | Actual          | Q2 Review       | Proposed Budget | Forecast        | Forecast       | Forecast       | Forecast       | Forecast        | Forecast        | Forecast        | Forecast        | Forecast        |
| <b>Cash Flows from Operating Activities</b>                         |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| <b>Receipts:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Rates & annual charges  | 17,060         | 17,858          | 17,461          | 17,848          | 18,313          | 18,789         | 19,277         | 19,778         | 20,293          | 20,820          | 21,362          | 21,917          | 22,487          |
| User charges & fees   | 2,097          | 14,122          | 3,924           | 2,594           | 3,981           | 4,080          | 4,182          | 4,287          | 4,394           | 4,504           | 4,616           | 4,732           | 4,850           |
| Investment & interest revenue received                              | 888            | 1,478           | 897             | 353             | 633             | 652            | 687            | 735            | 795             | 1,007           | 1,115           | 1,241           | 1,387           |
| Grants & contributions  | 6,380          | 7,695           | 10,765          | 36,751          | 19,875          | 10,272         | 10,477         | 10,687         | 10,901          | 11,119          | 11,341          | 11,568          | 11,799          |
| Bonds, deposits & retention amounts received                        | 2              | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Other   | 3,652          | 1,309           | 389             | 295             | 422             | 433            | 444            | 455            | 466             | 478             | 490             | 502             | 515             |
| <b>Payments:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Employee benefits & costs   | (13,568)       | (14,490)        | (13,871)        | (12,024)        | (12,355)        | (12,695)       | (13,044)       | (13,402)       | (13,771)        | (14,150)        | (14,539)        | (14,939)        | (15,350)        |
| Materials & contracts   | (10,689)       | (13,962)        | (8,351)         | (5,434)         | (5,937)         | (5,964)        | (5,991)        | (6,018)        | (6,045)         | (6,072)         | (6,100)         | (6,127)         | (6,155)         |
| Borrowing costs   | (530)          | (602)           | (582)           | (727)           | (685)           | (645)          | (604)          | (562)          | (518)           | (473)           | (426)           | (377)           | (327)           |
| Bonds, deposits & retention amounts refunded                        | -              | (28)            | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Other   | (3,152)        | (4,883)         | (4,261)         | (4,139)         | (4,276)         | (4,295)        | (4,314)        | (4,334)        | (4,353)         | (4,373)         | (4,392)         | (4,412)         | (4,432)         |
| <b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>          | <b>2,140</b>   | <b>8,497</b>    | <b>6,371</b>    | <b>35,517</b>   | <b>19,971</b>   | <b>10,627</b>  | <b>11,114</b>  | <b>11,626</b>  | <b>12,162</b>   | <b>12,860</b>   | <b>13,467</b>   | <b>14,105</b>   | <b>14,774</b>   |
| <b>Cash Flows from Investing Activities</b>                         |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| <b>Receipts:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Sale of investment securities                                       | 1,004          | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Sale of infrastructure, property, plant & equipment                 | 196            | 147             | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Deferred debtors receipts   | 47             | 36              | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Other investing activity receipts                                   | -              | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| <b>Payments:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Purchase of investment securities                                   | -              | (8,000)         | -               | (5,000)         | -               | -              | -              | -              | (3,000)         | (3,000)         | (3,000)         | (5,000)         | (4,000)         |
| Purchase of infrastructure, property, plant & equipment             | (5,071)        | (12,105)        | (14,251)        | (40,296)        | (17,947)        | (8,026)        | (8,062)        | (8,097)        | (8,133)         | (8,169)         | (8,205)         | (8,241)         | (8,277)         |
| Deferred debtors & advances made                                    | -              | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| <b>NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES</b>          | <b>(3,824)</b> | <b>(19,922)</b> | <b>(14,251)</b> | <b>(45,296)</b> | <b>(17,947)</b> | <b>(8,026)</b> | <b>(8,062)</b> | <b>(8,097)</b> | <b>(11,133)</b> | <b>(11,169)</b> | <b>(11,205)</b> | <b>(13,241)</b> | <b>(12,277)</b> |
| <b>Cash Flows from Financing Activities</b>                         |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| <b>Receipts:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Proceeds from borrowings & advances                                 | 13,400         | -               | -               | 10,000          | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| <b>Payments:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Repayment of borrowings & advances                                  | (4,007)        | (611)           | (570)           | (1,471)         | (1,428)         | (1,469)        | (1,508)        | (1,551)        | (1,595)         | (1,641)         | (1,687)         | (1,736)         | (1,786)         |
| <b>NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES</b>          | <b>9,393</b>   | <b>(611)</b>    | <b>(570)</b>    | <b>8,529</b>    | <b>(1,428)</b>  | <b>(1,469)</b> | <b>(1,508)</b> | <b>(1,551)</b> | <b>(1,595)</b>  | <b>(1,641)</b>  | <b>(1,687)</b>  | <b>(1,736)</b>  | <b>(1,786)</b>  |
| <b>NET INCREASE/(DECREASE) IN CASH &amp; CASH EQUIVALENTS</b>       | <b>7,709</b>   | <b>(12,036)</b> | <b>(8,450)</b>  | <b>(1,250)</b>  | <b>596</b>      | <b>1,132</b>   | <b>1,545</b>   | <b>1,977</b>   | <b>(566)</b>    | <b>50</b>       | <b>575</b>      | <b>(872)</b>    | <b>711</b>      |
| <b>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</b>        | <b>19,800</b>  | <b>27,509</b>   | <b>15,473</b>   | <b>7,023</b>    | <b>5,772</b>    | <b>6,368</b>   | <b>7,500</b>   | <b>9,045</b>   | <b>11,022</b>   | <b>10,456</b>   | <b>10,506</b>   | <b>11,081</b>   | <b>10,210</b>   |
| <b>CASH &amp; CASH EQUIVALENTS - end of year</b>                    | <b>27,509</b>  | <b>15,473</b>   | <b>7,023</b>    | <b>5,772</b>    | <b>6,368</b>    | <b>7,500</b>   | <b>9,045</b>   | <b>11,022</b>  | <b>10,456</b>   | <b>10,506</b>   | <b>11,081</b>   | <b>10,210</b>   | <b>10,920</b>   |
| <b>Additional Information</b>                                       |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| <b>plus: Investments on hand - end of year</b>                      |                | <b>9,000</b>    | <b>9,000</b>    | <b>14,000</b>   | <b>14,000</b>   | <b>14,000</b>  | <b>14,000</b>  | <b>14,000</b>  | <b>17,000</b>   | <b>20,000</b>   | <b>23,000</b>   | <b>28,000</b>   | <b>32,000</b>   |
| <b>TOTAL CASH, CASH EQUIVALENTS &amp; INVESTMENTS - end of year</b> | <b>27,509</b>  | <b>24,473</b>   | <b>16,023</b>   | <b>19,772</b>   | <b>20,368</b>   | <b>21,500</b>  | <b>23,045</b>  | <b>25,022</b>  | <b>27,456</b>   | <b>30,506</b>   | <b>34,081</b>   | <b>38,210</b>   | <b>42,920</b>   |

| LONG TERM FINANCIAL PLAN – FUTURE PROOF SCENARIO   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
|--|------------------|--------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
|  | FINANCIAL RATIOS |        |          |          |          |          |          |          |          |          |          |          |          |
|  | 2018             | 2019   | 2020     | 2021     | 2022     | 2023     | 2024     | 2025     | 2026     | 2027     | 2028     | 2029     | 2030     |
|  | Actual           | Actual | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast |
| <b>Operating Ratio</b>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>   | -0.88%           | -6.32% | -16.13%  | -5.50%   | -0.82%   | 0.26%    | 1.47%    | 2.83%    | 3.93%    | 5.53%    | 6.80%    | 8.08%    | 9.36%    |
| <small>Benchmark - Greater than 0%<br/>(operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions</small>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Cash Expense Cover Ratio</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>   | 9.86             | 12.26  | 6.90     | 7.96     | 7.93     | 8.37     | 9.00     | 9.83     | 9.37     | 9.23     | 9.34     | 8.78     | 8.94     |
| <small>Benchmark - Greater than 3.0 months<br/>(current year's cash and cash equivalents / (total expenses - depreciation - interest costs)) * 12</small>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Current Ratio</b>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.</i> | 3.11             | 3.79   | 2.07     | 2.34     | 2.50     | 2.43     | 2.62     | 2.72     | 2.87     | 3.10     | 3.30     | 3.55     | 4.16     |
| <small>Benchmark - Greater than 1.5<br/>current assets / current liabilities</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Unrestricted Current Ratio</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>  | 1.80             | 3.02   | 1.59     | 2.28     | 2.37     | 2.20     | 2.35     | 2.42     | 2.58     | 2.82     | 3.04     | 3.30     | 3.91     |
| <small>Benchmark - Greater than 1.5<br/>current assets less all external activities / current liabilities, less specific purpose liabilities</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Own Source Operating Revenue</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>             | 62.64%           | 69.19% | 68.69%   | 37.18%   | 54.75%   | 70.61%   | 70.74%   | 70.88%   | 71.03%   | 71.29%   | 71.47%   | 71.65%   | 71.84%   |
| <small>Benchmark - Greater than 60%<br/>(rates, utilities and charges / Total operating revenue (inclusive of capital grants and contributions))</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Debt Service Cover Ratio</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio measures the availability of cash to service debt including interest, principal, and lease payments</i>  | 3.78             | 5.11   | 2.49     | 2.83     | 3.62     | 3.80     | 3.98     | 4.20     | 4.38     | 4.66     | 4.90     | 5.14     | 5.41     |
| <small>Benchmark - Greater than 2.0<br/>operating result before interest and depreciation (EBITDA) / principal repayments + borrowing interest costs</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Interest Cover Ratio</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash</i>  | 1.26             | 10.80  | 4.92     | 8.56     | 11.18    | 12.44    | 13.92    | 15.78    | 17.87    | 20.82    | 24.28    | 28.83    | 34.93    |
| <small>Benchmark - Greater than 4.0<br/>operating result before interest and depreciation (EBITDA) / interest expense</small>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Capital Expenditure Ratio</b>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets</i>   | 0.65             | 1.74   | 1.99     | 5.70     | 2.48     | 1.10     | 1.10     | 1.10     | 1.10     | 1.10     | 1.10     | 1.10     | 1.10     |
| <small>Benchmark - Greater than 1.1<br/>annual capital expenditure / annual depreciation</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |



## IMPROVING OUR FINANCIAL POSITION FURTHER

Whilst significant improvements have been made over the past number of years, Council still has a long way to go in ensuring a strong financial position.

Council is committed to assisting the community achieve the objectives outlined in the community's Broken Hill 2033 Community Strategic Plan. This includes addressing current goals, while planning to meet the requirements for the future. To do this, Council must be strong.

A strong Council is one that has the financial capacity to meet its short and long term needs; a Council that can withstand financial shocks without burdening the community with increased rates or reduced services. Council is carrying out and will continue to review the following initiatives to maximise the ability to meet the community's needs in service provision.

Council has updated the 2021 Operating and Long Term Financial Plan, with the most current and best available information, but it is subject to change due to the dynamic health and economic crisis, created by the global COVID-19 (novel coronavirus) pandemic.

It is expected that services and levels of service will change as Council deals with the impacts of the pandemic. Council may have to adjust some of our services. Some will be enhanced, some will cease, Council may create new ones and scale back others. These changes may be temporary or permanent, according to ongoing community priorities and resources.

The Council also acknowledges that planned deliverables and actions may be impacted or need to be reprioritised, based on the effects of this crisis. New priorities may also emerge.

The Council will adjust to this crisis, to ensure the health and wellbeing of the community is our primary focus. Council will engage with the community using the principles outlined in our Community Engagement Strategy, to ensure that changing and emerging priorities are identified.

### IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

Council will adopt a continuous improvement approach to achieving greater efficiency in service delivery.



This will include monitoring of performance, targeted reviews of current processes and procedures, the introduction of new technology and an emphasis on staffing capacity development.

### UTILISING LOW COST T-CORP BORROWINGS

It is proposed that Council take advantage of the access provided by the economic stimulus low cost loans provided by T-Corp, to assist in allowing infrastructure renewal to occur as planned, fast track community infrastructure and kickstart the local economy by way of capital expenditure. Due to effects of COVID-19 without the borrowings, planned capital works will have to be deferred, increasing Council's backlog further.

### IMPROVING ASSET MANAGEMENT

Council currently manages a large number of assets, some of which may be surplus to community needs. Undertaking a review and possible rationalisation of assets, will assist in reducing operational costs.

### REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

Council needs to ensure that it is providing services and infrastructure that meets community needs and is within the community's ability to pay.



To ascertain community expectations, service levels reviews are being undertaken.

#### **INCREASING STATE AND FEDERAL FUNDING**

Council needs to continue to aggressively pursue all avenues for State and Federal grants which may improve its position. This includes lobbying Local Members and Government Ministers for additional funding.

## **SCENARIOS AND SENSITIVITY**

Long term planning is critical for effective delivery of Local Government services, perhaps more critical than many other organisations due to Council's role in infrastructure provision. At Broken Hill, Council manages over \$250m in infrastructure assets with varying lifecycles, all requiring investment to ensure continued service to our community.

When planning for the long term, we rely on assumptions and we rely on strategies being successful. For example, Council is reliant on grants and contributions for 20% of its overall income and our plan assumes that these grants will continue into the future. We assume, that we will be successful in our strategies to reduce costs. We assume, our rate base will remain the same and we assume, that we will not be faced with any financial shocks.

Long term planning provides decision makers and stakeholders in our community, with a view of how our goals can be achieved, but what if things don't go as planned?

Our plan is sensitive to a number of internal and external drivers including: Council decisions, operational performance, the external economic environment, State and Federal Government decisions including changes to legislation. The following examples demonstrate some of Council's main sensitivities and outline the impact of various scenarios on Council's long term financial position.

#### **SCENARIO 2 – 'Retreat & Linger'**

This scenario follows the same assumptions as the proposed scenario, but without the economic stimulus low cost loan. Due to

#### **INCREASING RATE REVENUE**

To maintain services at their expected level, the community may consider an increase in rates is appropriate. This option will not be imposed without significant community consultation and consideration of affordability.

COVID-19 and the reduced revenue bases, it is essential for Council to reduce expenditure to protect its income statements, as well as its cash reserves.

This scenario essentially puts the organisation into caretaker mode, with minimal capital works to protect Council's cash reserves for essential operations, as well as reducing expenditure in line with the proposed scenario.

Because of a reduced capital expenditure, Council will fail to meet the capital expenditure ratio benchmark, but more importantly, staff that would normally be utilised on capital works will either need to be utilised on maintenance works, which will be inefficient in the current operating model, or staff numbers will need to be reduced.

This model pushes Council's breakeven point back to 2025 and Council's cash position will be extremely tight. Another financial shock similar to the one currently experienced with COVID-19, will ensure vast service cuts to the community for the Council to remain viable.

#### **Key Aspects of this Scenario**

- Breakeven moved from 2023 to 2025.
- Capital works reduced to protect Council's cash reserves.
- Council will be funding capital works staff from operating funds, or face staff reductions.
- Inefficient operating model.
- Borrowings remain the same.
- Some key financial ratios & OLG benchmarks will not be met in the short term.

| <b>LONG TERM FINANCIAL PLAN - RETREAT &amp; LINGER</b>  |                |               |                |                 |               |               |               |               |               |               |               |               |               |
|---|----------------|---------------|----------------|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>INCOME STATEMENT</b>   |                |               |                |                 |               |               |               |               |               |               |               |               |               |
| \$ '000   | 2018           | 2019          | 2020           | 2021            | 2022          | 2023          | 2024          | 2025          | 2026          | 2027          | 2028          | 2029          | 2030          |
|   | Actual         | Actual        | Q2 Review      | Proposed Budget | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      |
| <b>Income from Continuing Operations</b>  |                |               |                |                 |               |               |               |               |               |               |               |               |               |
| <b>Revenue:</b>   | <b>1.02</b>    |               |                |                 |               |               |               |               |               |               |               |               |               |
| Rates & annual charges  | 17,068         | 18,041        | 18,001         | 18,400          | 18,879        | 19,370        | 19,873        | 20,390        | 20,920        | 21,464        | 22,022        | 22,595        | 23,182        |
| User charges & fees   | 3,840          | 11,125        | 4,046          | 2,674           | 4,104         | 4,206         | 4,312         | 4,419         | 4,530         | 4,643         | 4,759         | 4,878         | 5,000         |
| Interest & investment revenue   | 924            | 1,548         | 1,167          | 371             | 338           | 358           | 558           | 616           | 693           | 899           | 1,019         | 1,157         | 1,315         |
| Other revenues  | 518            | 685           | 401            | 305             | 435           | 446           | 457           | 469           | 481           | 493           | 505           | 518           | 530           |
| Grants & contributions for operating purposes   | 6,283          | 6,272         | 6,555          | 6,740           | 6,875         | 7,012         | 7,152         | 7,295         | 7,441         | 7,590         | 7,742         | 7,897         | 8,055         |
| Grants & contributions for capital purposes   | 97             | 2,813         | 4,210          | 24,511          | 13,000        | 3,260         | 3,325         | 3,392         | 3,460         | 3,529         | 3,599         | 3,671         | 3,745         |
| <b>Other Income:</b>  |                |               |                |                 |               |               |               |               |               |               |               |               |               |
| Net gains from disposal of assets   | 29             | -             | -              | -               | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Net share of interests in joint ventures  | -              | 1,461         | -              | -               | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| <b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>  | <b>28,759</b>  | <b>41,945</b> | <b>34,378</b>  | <b>53,001</b>   | <b>43,631</b> | <b>34,652</b> | <b>35,678</b> | <b>36,581</b> | <b>37,525</b> | <b>38,618</b> | <b>39,646</b> | <b>40,716</b> | <b>41,827</b> |
| <b>Expenses from Continuing Operations</b>  |                |               |                |                 |               |               |               |               |               |               |               |               |               |
| Employee benefits & costs   | 13,748         | 14,235        | 14,300         | 12,777          | 13,129        | 13,490        | 13,861        | 14,242        | 14,633        | 15,036        | 15,449        | 15,874        | 16,311        |
| Borrowing costs   | 629            | 788           | 582            | 548             | 523           | 501           | 478           | 454           | 428           | 402           | 374           | 345           | 314           |
| Materials & contracts   | 8,550          | 11,575        | 8,609          | 5,702           | 6,274         | 6,302         | 6,331         | 6,359         | 6,388         | 6,417         | 6,445         | 6,474         | 6,504         |
| Depreciation & amortisation   | 7,799          | 6,941         | 7,148          | 7,064           | 7,184         | 7,256         | 7,288         | 7,320         | 7,352         | 7,384         | 7,417         | 7,450         | 7,482         |
| Impairment  | -              | -             | -              | -               | -             | -             | -             | 48            | -             | -             | -             | -             | -             |
| Other expenses  | 4,117          | 4,708         | 4,393          | 4,267           | 4,518         | 4,538         | 4,559         | 4,579         | 4,600         | 4,621         | 4,641         | 4,662         | 4,683         |
| Net losses from disposal of assets  | -              | 581           | -              | -               | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| <b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>  | <b>34,843</b>  | <b>38,828</b> | <b>35,033</b>  | <b>30,358</b>   | <b>31,628</b> | <b>32,087</b> | <b>32,516</b> | <b>32,906</b> | <b>33,401</b> | <b>33,859</b> | <b>34,327</b> | <b>34,805</b> | <b>35,294</b> |
| <b>OPERATING RESULT FOR THE YEAR</b>  | <b>(6,084)</b> | <b>3,117</b>  | <b>(654)</b>   | <b>22,644</b>   | <b>12,003</b> | <b>2,565</b>  | <b>3,162</b>  | <b>3,675</b>  | <b>4,123</b>  | <b>4,758</b>  | <b>5,319</b>  | <b>5,910</b>  | <b>6,533</b>  |
| <b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>                               | <b>(6,181)</b> | <b>304</b>    | <b>(4,864)</b> | <b>(1,867)</b>  | <b>(997)</b>  | <b>(695)</b>  | <b>(163)</b>  | <b>283</b>    | <b>664</b>    | <b>1,230</b>  | <b>1,720</b>  | <b>2,239</b>  | <b>2,788</b>  |
| <b>NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b> | <b>(6,181)</b> | <b>304</b>    | <b>(4,864)</b> | <b>(1,867)</b>  | <b>(997)</b>  | <b>(695)</b>  | <b>(163)</b>  | <b>283</b>    | <b>664</b>    | <b>1,230</b>  | <b>1,720</b>  | <b>2,239</b>  | <b>2,788</b>  |

| <b>LONG TERM FINANCIAL PLAN – RETREAT &amp; LINGER</b> |                |                |                |                 |                |                |                |                |                |                |                |                |                |
|--|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| STATEMENT OF FINANCIAL POSITION                        |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| \$ '000  | 2018           | 2019           | 2020           | 2021            | 2022           | 2023           | 2024           | 2025           | 2026           | 2027           | 2028           | 2029           | 2030           |
|  | Actual         | Actual         | Q2 Review      | Proposed Budget | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       |
| <b>Assets</b>  |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| <b>Current Assets:</b>                                 |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Cash & cash equivalents                                | 27,509         | 15,473         | 6,694          | 6,053           | 6,865          | 8,200          | 10,098         | 12,430         | 12,217         | 12,601         | 13,509         | 12,968         | 14,009         |
| Investments  | 1,000          | 9,000          | 9,000          | 9,000           | 9,000          | 9,000          | 9,000          | 9,000          | 12,000         | 15,000         | 18,000         | 23,000         | 27,000         |
| Receivables  | 4,766          | 5,311          | 4,976          | 5,973           | 6,559          | 7,271          | 7,862          | 8,215          | 9,067          | 9,594          | 10,187         | 10,762         | 11,375         |
| Inventories  | 115            | 122            | 125            | 128             | 131            | 135            | 138            | 141            | 145            | 149            | 152            | 156            | 160            |
| Other  | 155            | 551            | 565            | 579             | 593            | 608            | 623            | 639            | 655            | 671            | 688            | 705            | 723            |
| Non-current assets classified as 'held for sale'       | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>TOTAL CURRENT ASSETS</b>                            | <b>33,545</b>  | <b>30,457</b>  | <b>21,360</b>  | <b>21,734</b>   | <b>23,148</b>  | <b>25,214</b>  | <b>27,722</b>  | <b>30,426</b>  | <b>34,084</b>  | <b>38,015</b>  | <b>42,536</b>  | <b>47,592</b>  | <b>53,267</b>  |
| <b>Non-Current Assets:</b>                             |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Investments  | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| Receivables  | 75             | 47             | 47             | 47              | 25             | 25             | 25             | 25             | 25             | 25             | 25             | 25             | 25             |
| Inventories  | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| Infrastructure, property, plant & equipment            | 213,974        | 218,410        | 225,513        | 248,595         | 259,314        | 260,039        | 260,768        | 261,500        | 262,236        | 262,974        | 263,716        | 264,461        | 265,209        |
| Investments accounted for using the equity method      | -              | 1,461          | 1,461          | 1,461           | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          |
| Investment property                                    | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| Intangible assets                                      | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>TOTAL NON-CURRENT ASSETS</b>                        | <b>214,049</b> | <b>219,918</b> | <b>227,021</b> | <b>250,103</b>  | <b>260,800</b> | <b>261,525</b> | <b>262,254</b> | <b>262,986</b> | <b>263,722</b> | <b>264,460</b> | <b>265,202</b> | <b>265,947</b> | <b>266,695</b> |
| <b>TOTAL ASSETS</b>                                    | <b>247,594</b> | <b>250,375</b> | <b>248,381</b> | <b>271,837</b>  | <b>283,948</b> | <b>286,739</b> | <b>289,976</b> | <b>293,412</b> | <b>297,805</b> | <b>302,475</b> | <b>307,738</b> | <b>313,539</b> | <b>319,963</b> |
| <b>Liabilities</b>                                     |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| <b>Current Liabilities:</b>                            |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Payables   | 5,897          | 3,664          | 5,393          | 5,931           | 5,678          | 6,812          | 6,954          | 7,395          | 8,033          | 8,325          | 8,864          | 9,329          | 9,744          |
| Income Received in Advance                             | -              | 129            | 129            | 129             | 129            | 129            | 129            | 129            | 129            | 129            | 129            | 129            | 129            |
| Borrowings   | 628            | 570            | 552            | 492             | 515            | 537            | 562            | 587            | 614            | 641            | 671            | 701            | 733            |
| Provisions   | 4,269          | 4,060          | 4,247          | 3,813           | 3,801          | 3,678          | 3,455          | 3,387          | 3,214          | 3,069          | 2,949          | 2,790          | 2,657          |
| <b>TOTAL CURRENT LIABILITIES</b>                       | <b>10,794</b>  | <b>8,423</b>   | <b>10,320</b>  | <b>10,364</b>   | <b>10,124</b>  | <b>11,155</b>  | <b>11,100</b>  | <b>11,498</b>  | <b>11,990</b>  | <b>12,164</b>  | <b>12,613</b>  | <b>12,948</b>  | <b>13,263</b>  |
| <b>Non-Current Liabilities:</b>                        |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Payables   | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| Borrowings   | 13,064         | 12,522         | 11,970         | 10,559          | 10,044         | 9,507          | 8,945          | 8,358          | 7,744          | 7,103          | 6,432          | 5,731          | 4,998          |
| Provisions   | 6,141          | 8,729          | 10,898         | 11,984          | 14,362         | 15,879         | 17,970         | 19,678         | 21,641         | 23,435         | 25,341         | 27,172         | 29,054         |
| <b>TOTAL NON-CURRENT LIABILITIES</b>                   | <b>19,205</b>  | <b>21,251</b>  | <b>22,868</b>  | <b>22,543</b>   | <b>24,406</b>  | <b>25,386</b>  | <b>26,915</b>  | <b>28,036</b>  | <b>29,385</b>  | <b>30,538</b>  | <b>31,773</b>  | <b>32,903</b>  | <b>34,052</b>  |
| <b>TOTAL LIABILITIES</b>                               | <b>30,000</b>  | <b>29,674</b>  | <b>33,188</b>  | <b>32,907</b>   | <b>34,529</b>  | <b>36,541</b>  | <b>38,015</b>  | <b>39,534</b>  | <b>41,375</b>  | <b>42,701</b>  | <b>44,386</b>  | <b>45,852</b>  | <b>47,315</b>  |
| <b>NET ASSETS</b>                                      | <b>217,594</b> | <b>220,701</b> | <b>215,193</b> | <b>238,930</b>  | <b>249,419</b> | <b>250,199</b> | <b>251,961</b> | <b>253,878</b> | <b>256,430</b> | <b>259,774</b> | <b>263,352</b> | <b>267,687</b> | <b>272,648</b> |
| <b>Equity</b>  |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Retained earnings                                      | 108,767        | 111,884        | 106,376        | 130,113         | 140,602        | 141,382        | 143,144        | 145,061        | 147,613        | 150,957        | 154,535        | 158,870        | 163,831        |
| Revaluation reserves                                   | 108,817        | 108,817        | 108,817        | 108,817         | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        |
| <b>Council equity interest</b>                         | <b>217,584</b> | <b>220,701</b> | <b>215,193</b> | <b>238,930</b>  | <b>249,419</b> | <b>250,199</b> | <b>251,961</b> | <b>253,878</b> | <b>256,430</b> | <b>259,774</b> | <b>263,352</b> | <b>267,687</b> | <b>272,648</b> |
| Non-controlling interest                               | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>TOTAL EQUITY</b>                                    | <b>217,584</b> | <b>220,701</b> | <b>215,193</b> | <b>238,930</b>  | <b>249,419</b> | <b>250,199</b> | <b>251,961</b> | <b>253,878</b> | <b>256,430</b> | <b>259,774</b> | <b>263,352</b> | <b>267,687</b> | <b>272,648</b> |

| <b>LONG TERM FINANCIAL PLAN - RETREAT &amp; LINGER</b>              |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
|---|----------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>STATEMENT OF CASH FLOWS</b>                                      |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| \$ '000   | 2018           | 2019            | 2020            | 2021            | 2022            | 2023           | 2024           | 2025           | 2026            | 2027            | 2028            | 2029            | 2030            |
|   | Actual         | Actual          | Q2 Review       | Proposed Budget | Forecast        | Forecast       | Forecast       | Forecast       | Forecast        | Forecast        | Forecast        | Forecast        | Forecast        |
| <b>Cash Flows from Operating Activities</b>                         |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| <b>Receipts:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Rates & annual charges  | 17,060         | 17,858          | 17,461          | 17,848          | 18,313          | 18,789         | 19,277         | 19,778         | 20,293          | 20,820          | 21,362          | 21,917          | 22,487          |
| User charges & fees   | 2,097          | 14,122          | 3,924           | 2,594           | 3,981           | 4,080          | 4,182          | 4,287          | 4,394           | 4,504           | 4,616           | 4,732           | 4,850           |
| Investment & interest revenue received                              | 888            | 1,478           | 897             | 353             | 341             | 359            | 558            | 616            | 687             | 893             | 1,013           | 1,151           | 1,308           |
| Grants & contributions  | 6,380          | 7,695           | 10,765          | 31,251          | 19,875          | 10,272         | 10,477         | 10,687         | 10,901          | 11,119          | 11,341          | 11,568          | 11,799          |
| Bonds, deposits & retention amounts received                        | 2              | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Other   | 3,652          | 1,309           | 389             | 295             | 422             | 433            | 444            | 455            | 466             | 478             | 490             | 502             | 515             |
| <b>Payments:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Employee benefits & costs   | (13,568)       | (14,490)        | (13,871)        | (12,394)        | (12,735)        | (13,085)       | (13,445)       | (13,814)       | (14,194)        | (14,585)        | (14,986)        | (15,398)        | (15,821)        |
| Materials & contracts   | (10,689)       | (13,962)        | (8,351)         | (5,531)         | (6,086)         | (6,113)        | (6,141)        | (6,168)        | (6,196)         | (6,224)         | (6,252)         | (6,280)         | (6,309)         |
| Borrowing costs   | (530)          | (602)           | (582)           | (548)           | (523)           | (501)          | (478)          | (454)          | (428)           | (402)           | (374)           | (345)           | (314)           |
| Bonds, deposits & retention amounts refunded                        | -              | (28)            | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Other   | (3,152)        | (4,883)         | (4,261)         | (4,139)         | (4,382)         | (4,402)        | (4,422)        | (4,442)        | (4,462)         | (4,482)         | (4,502)         | (4,522)         | (4,543)         |
| <b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>          | <b>2,140</b>   | <b>8,497</b>    | <b>6,371</b>    | <b>29,729</b>   | <b>19,206</b>   | <b>9,832</b>   | <b>10,452</b>  | <b>10,945</b>  | <b>11,461</b>   | <b>12,121</b>   | <b>12,708</b>   | <b>13,325</b>   | <b>13,972</b>   |
| <b>Cash Flows from Investing Activities</b>                         |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| <b>Receipts:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Sale of investment securities                                       | 1,004          | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Sale of infrastructure, property, plant & equipment                 | 196            | 147             | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Deferred debtors receipts   | 47             | 36              | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Other investing activity receipts                                   | -              | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| <b>Payments:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Purchase of investment securities                                   | -              | (8,000)         | -               | -               | -               | -              | -              | -              | (3,000)         | (3,000)         | (3,000)         | (5,000)         | (4,000)         |
| Purchase of infrastructure, property, plant & equipment             | (5,071)        | (12,105)        | (14,251)        | (30,146)        | (17,903)        | (7,982)        | (8,017)        | (8,052)        | (8,087)         | (8,123)         | (8,159)         | (8,195)         | (8,231)         |
| Deferred debtors & advances made                                    | -              | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| <b>NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES</b>          | <b>(3,824)</b> | <b>(19,922)</b> | <b>(14,251)</b> | <b>(30,146)</b> | <b>(17,903)</b> | <b>(7,982)</b> | <b>(8,017)</b> | <b>(8,052)</b> | <b>(11,087)</b> | <b>(11,123)</b> | <b>(11,159)</b> | <b>(13,195)</b> | <b>(12,231)</b> |
| <b>Cash Flows from Financing Activities</b>                         |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| <b>Receipts:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Proceeds from borrowings & advances                                 | 13,400         | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| <b>Payments:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Repayment of borrowings & advances                                  | (4,007)        | (611)           | (570)           | (552)           | (492)           | (515)          | (537)          | (562)          | (587)           | (614)           | (641)           | (671)           | (701)           |
| <b>NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES</b>          | <b>9,393</b>   | <b>(611)</b>    | <b>(570)</b>    | <b>(552)</b>    | <b>(492)</b>    | <b>(515)</b>   | <b>(537)</b>   | <b>(562)</b>   | <b>(587)</b>    | <b>(614)</b>    | <b>(641)</b>    | <b>(671)</b>    | <b>(701)</b>    |
| <b>NET INCREASE/(DECREASE) IN CASH &amp; CASH EQUIVALENTS</b>       | <b>7,709</b>   | <b>(12,036)</b> | <b>(8,450)</b>  | <b>(969)</b>    | <b>811</b>      | <b>1,335</b>   | <b>1,899</b>   | <b>2,331</b>   | <b>(213)</b>    | <b>384</b>      | <b>908</b>      | <b>(541)</b>    | <b>1,041</b>    |
| <b>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</b>        | <b>19,800</b>  | <b>27,509</b>   | <b>15,473</b>   | <b>7,023</b>    | <b>6,053</b>    | <b>6,865</b>   | <b>8,200</b>   | <b>10,098</b>  | <b>12,430</b>   | <b>12,217</b>   | <b>12,601</b>   | <b>13,509</b>   | <b>12,968</b>   |
| <b>CASH &amp; CASH EQUIVALENTS - end of year</b>                    | <b>27,509</b>  | <b>15,473</b>   | <b>7,023</b>    | <b>6,053</b>    | <b>6,865</b>    | <b>8,200</b>   | <b>10,098</b>  | <b>12,430</b>  | <b>12,217</b>   | <b>12,601</b>   | <b>13,509</b>   | <b>12,968</b>   | <b>14,009</b>   |
| <b>Additional Information</b>                                       |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| plus: Investments on hand - end of year                             |                | 9,000           | 9,000           | 9,000           | 9,000           | 9,000          | 9,000          | 9,000          | 12,000          | 15,000          | 18,000          | 23,000          | 27,000          |
| <b>TOTAL CASH, CASH EQUIVALENTS &amp; INVESTMENTS - end of year</b> | <b>27,509</b>  | <b>24,473</b>   | <b>16,023</b>   | <b>15,053</b>   | <b>15,865</b>   | <b>17,200</b>  | <b>19,098</b>  | <b>21,430</b>  | <b>24,217</b>   | <b>27,601</b>   | <b>31,509</b>   | <b>35,968</b>   | <b>41,009</b>   |

| LONG TERM FINANCIAL PLAN – RETREAT & LINGER  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
|--|------------------|--------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
|  | FINANCIAL RATIOS |        |          |          |          |          |          |          |          |          |          |          |          |
|  | 2018             | 2019   | 2020     | 2021     | 2022     | 2023     | 2024     | 2025     | 2026     | 2027     | 2028     | 2029     | 2030     |
|  | Actual           | Actual | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast |
| <b>Operating Ratio</b>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>   | -0.88%           | -6.32% | -16.13%  | -6.56%   | -3.26%   | -2.21%   | -0.51%   | 0.85%    | 1.95%    | 3.50%    | 4.77%    | 6.04%    | 7.32%    |
| <small>Benchmark - Greater than 0%<br/>(operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions</small>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Cash Expense Cover Ratio</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>   | 9.86             | 12.26  | 6.90     | 7.94     | 7.96     | 8.48     | 9.26     | 10.23    | 9.94     | 9.94     | 10.18    | 9.76     | 10.04    |
| <small>Benchmark - Greater than 3.0 months<br/>(current year's cash and cash equivalents / (total expenses - depreciation - interest cost)) * 12</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Current Ratio</b>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.</i> | 3.11             | 3.79   | 2.07     | 2.10     | 2.29     | 2.26     | 2.50     | 2.65     | 2.84     | 3.13     | 3.37     | 3.68     | 4.02     |
| <small>Benchmark - Greater than 1.5<br/>current assets / current liabilities</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Unrestricted Current Ratio</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>  | 1.80             | 3.02   | 1.59     | 2.00     | 2.13     | 2.00     | 2.20     | 2.32     | 2.53     | 2.83     | 3.09     | 3.41     | 3.76     |
| <small>Benchmark - Greater than 1.5<br/>current assets less all external activities / current liabilities, less specific purpose liabilities</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Own Source Operating Revenue</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>             | 62.64%           | 69.19% | 68.69%   | 41.04%   | 54.45%   | 70.36%   | 70.63%   | 70.79%   | 70.95%   | 71.21%   | 71.39%   | 71.59%   | 71.79%   |
| <small>Benchmark - Greater than 60%<br/>rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Debt Service Cover Ratio</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio measures the availability of cash to service debt including interest, principal, and lease payments</i>  | 3.78             | 5.11   | 2.49     | 5.22     | 6.61     | 6.95     | 7.49     | 7.93     | 8.32     | 8.87     | 9.37     | 9.88     | 10.43    |
| <small>Benchmark - Greater than 2.0<br/>operating result before interest and depreciation (EBITDA) / principal repayments + borrowing interest costs</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Interest Cover Ratio</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash</i>  | 1.26             | 10.80  | 4.92     | 10.48    | 12.83    | 14.10    | 15.90    | 17.75    | 19.73    | 22.43    | 25.43    | 29.08    | 33.71    |
| <small>Benchmark - Greater than 4.0<br/>operating result before interest and depreciation (EBITDA) / interest expense</small>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Capital Expenditure Ratio</b>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets</i>   | 0.65             | 1.74   | 1.99     | 4.27     | 2.49     | 1.10     | 1.10     | 1.10     | 1.10     | 1.10     | 1.10     | 1.10     | 1.10     |
| <small>Benchmark - Greater than 1.1<br/>annual capital expenditure / annual depreciation</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |

**SCENARIO 3 – Do Nothing Scenario**

This scenario is based on the same revenue reduction assumptions in line with the previous two scenarios, however, leaves operational expenditure as planned, prior to the impacts of COVID-19. As you will see below, this pushes Council's breakeven point back to 2027, minimises capital works and puts Council in a high-risk cash position for the immediate future. If this scenario was adopted, Council would find itself in a similar position to that of 2013, when there was not enough cash available to cover external restriction and payable provisions, as well as not meeting the key criteria of a sustainable Council. This position would likely see staff levels reduced and service levels to the community reduced, to ensure the short-medium term viability of Council.

**Key Aspects to this Scenario**

- Operational expenditure remains the same as pre COVID-19.
- Breakeven pushed back to 2027
- Capital works reduced to protect Council's cash reserves.
- Cash reserves will be low and would not tolerate another financial shock such as COVID-19.
- Council will be funding capital works staff from operating funds, or face staff reductions.
- Inefficient operating model.
- Borrowings remain the same.
- Some key financial ratios & OLG benchmarks will not be met in the short term.
-



| <b>LONG TERM FINANCIAL PLAN – DO NOTHING SCENARIO</b>   |                |               |                |                 |                |                |                |               |               |               |               |               |               |
|---|----------------|---------------|----------------|-----------------|----------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>INCOME STATEMENT</b>   |                |               |                |                 |                |                |                |               |               |               |               |               |               |
| \$ '000   | 2018           | 2019          | 2020           | 2021            | 2022           | 2023           | 2024           | 2025          | 2026          | 2027          | 2028          | 2029          | 2030          |
|   | Actual         | Actual        | Q2 Review      | Proposed Budget | Forecast       | Forecast       | Forecast       | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      | Forecast      |
| <b>Income from Continuing Operations</b>  |                |               |                |                 |                |                |                |               |               |               |               |               |               |
| <b>Revenue:</b>   | <b>1.02</b>    |               |                |                 |                |                |                |               |               |               |               |               |               |
| Rates & annual charges  | 17,068         | 18,041        | 18,001         | 18,400          | 18,879         | 19,370         | 19,873         | 20,390        | 20,920        | 21,464        | 22,022        | 22,595        | 23,182        |
| User charges & fees   | 3,840          | 11,125        | 4,046          | 2,674           | 4,104          | 4,206          | 4,312          | 4,419         | 4,530         | 4,643         | 4,759         | 4,878         | 5,000         |
| Interest & investment revenue   | 924            | 1,548         | 1,167          | 371             | 451            | 462            | 484            | 517           | 569           | 722           | 807           | 908           | 1,027         |
| Other revenues  | 518            | 685           | 401            | 305             | 435            | 446            | 457            | 469           | 481           | 493           | 505           | 518           | 530           |
| Grants & contributions for operating purposes   | 6,283          | 6,272         | 6,555          | 6,740           | 6,875          | 7,012          | 7,152          | 7,295         | 7,441         | 7,590         | 7,742         | 7,897         | 8,055         |
| Grants & contributions for capital purposes   | 97             | 2,813         | 4,210          | 24,511          | 13,000         | 3,260          | 3,325          | 3,392         | 3,460         | 3,529         | 3,599         | 3,671         | 3,745         |
| <b>Other Income:</b>  |                |               |                |                 |                |                |                |               |               |               |               |               |               |
| Net gains from disposal of assets   | 29             | -             | -              | -               | -              | -              | -              | -             | -             | -             | -             | -             | -             |
| Net share of interests in joint ventures  | -              | 1,461         | -              | -               | -              | -              | -              | -             | -             | -             | -             | -             | -             |
| <b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>  | <b>28,759</b>  | <b>41,945</b> | <b>34,378</b>  | <b>53,001</b>   | <b>43,744</b>  | <b>34,756</b>  | <b>35,604</b>  | <b>36,483</b> | <b>37,400</b> | <b>38,440</b> | <b>39,434</b> | <b>40,467</b> | <b>41,539</b> |
| <b>Expenses from Continuing Operations</b>  |                |               |                |                 |                |                |                |               |               |               |               |               |               |
| Employee benefits & costs   | 13,748         | 14,235        | 14,300         | 13,490          | 13,861         | 14,242         | 14,634         | 15,036        | 15,449        | 15,874        | 16,311        | 16,759        | 17,220        |
| Borrowing costs   | 629            | 788           | 582            | 549             | 523            | 501            | 478            | 454           | 428           | 402           | 374           | 345           | 314           |
| Materials & contracts   | 8,550          | 11,575        | 8,609          | 6,121           | 6,274          | 6,302          | 6,331          | 6,359         | 6,388         | 6,417         | 6,445         | 6,474         | 6,504         |
| Depreciation & amortisation   | 7,799          | 6,941         | 7,148          | 7,064           | 7,184          | 7,256          | 7,288          | 7,320         | 7,352         | 7,384         | 7,417         | 7,450         | 7,482         |
| Impairment  | -              | -             | -              | -               | -              | -              | -              | 48            | -             | -             | -             | -             | -             |
| Other expenses  | 4,117          | 4,708         | 4,393          | 4,408           | 4,518          | 4,538          | 4,559          | 4,579         | 4,600         | 4,621         | 4,641         | 4,662         | 4,683         |
| Net losses from disposal of assets  | -              | 581           | -              | -               | -              | -              | -              | -             | -             | -             | -             | -             | -             |
| <b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>  | <b>34,843</b>  | <b>38,828</b> | <b>35,033</b>  | <b>31,631</b>   | <b>32,360</b>  | <b>32,839</b>  | <b>33,289</b>  | <b>33,700</b> | <b>34,217</b> | <b>34,698</b> | <b>35,189</b> | <b>35,691</b> | <b>36,203</b> |
| <b>OPERATING RESULT FOR THE YEAR</b>  | <b>(6,084)</b> | <b>3,117</b>  | <b>(654)</b>   | <b>21,370</b>   | <b>11,384</b>  | <b>1,917</b>   | <b>2,315</b>   | <b>2,782</b>  | <b>3,183</b>  | <b>3,743</b>  | <b>4,246</b>  | <b>4,776</b>  | <b>5,336</b>  |
| <b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>                               | <b>(6,181)</b> | <b>304</b>    | <b>(4,864)</b> | <b>(3,141)</b>  | <b>(1,616)</b> | <b>(1,343)</b> | <b>(1,010)</b> | <b>(609)</b>  | <b>(277)</b>  | <b>214</b>    | <b>646</b>    | <b>1,105</b>  | <b>1,591</b>  |
| <b>NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b> | <b>(6,181)</b> | <b>304</b>    | <b>(4,864)</b> | <b>(3,141)</b>  | <b>(1,616)</b> | <b>(1,343)</b> | <b>(1,010)</b> | <b>(609)</b>  | <b>(277)</b>  | <b>214</b>    | <b>646</b>    | <b>1,105</b>  | <b>1,591</b>  |

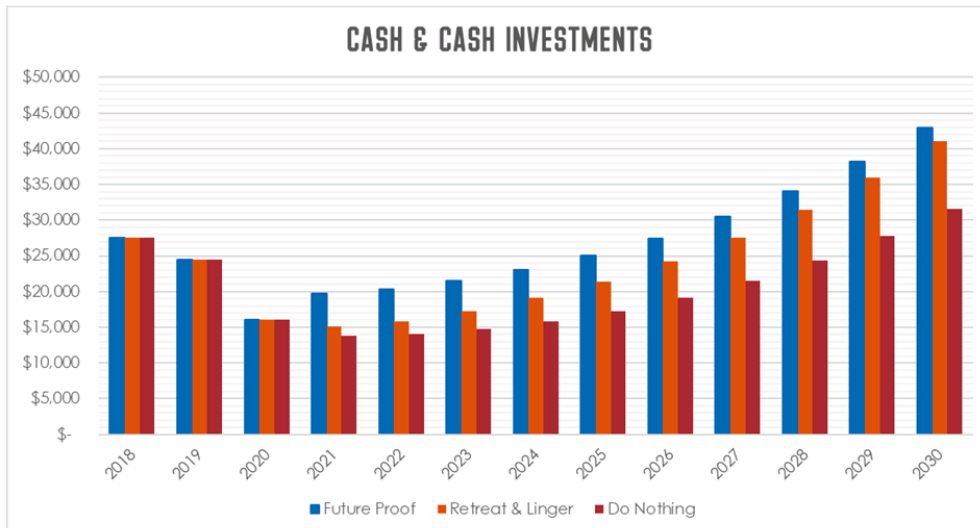
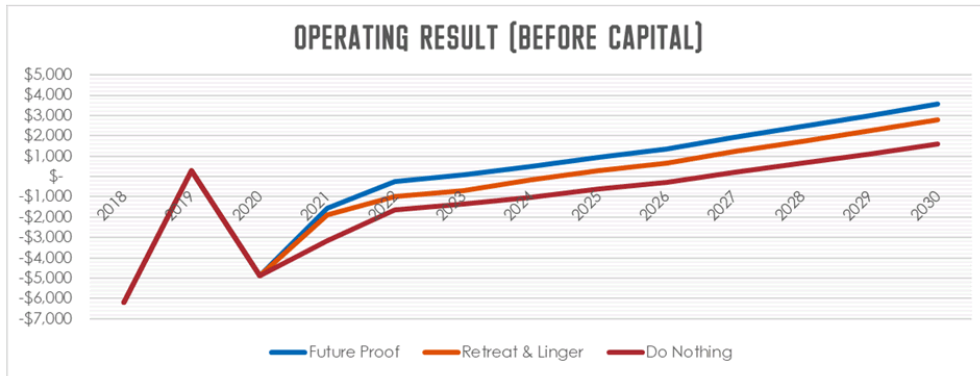
| LONG TERM FINANCIAL PLAN – DO NOTHING SCENARIO    |                |                |                |                 |                |                |                |                |                |                |                |                |                |
|---|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| STATEMENT OF FINANCIAL POSITION                   |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| \$ '000   | 2018           | 2019           | 2020           | 2021            | 2022           | 2023           | 2024           | 2025           | 2026           | 2027           | 2028           | 2029           | 2030           |
|   | Actual         | Actual         | Q2 Review      | Proposed Budget | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       | Forecast       |
| <b>Assets</b>                                     |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| <b>Current Assets:</b>                            |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Cash & cash equivalents                           | 27,509         | 15,473         | 6,694          | 4,819           | 5,034          | 5,743          | 6,818          | 8,279          | 7,150          | 6,544          | 6,404          | 4,756          | 4,626          |
| Investments                                       | 1,000          | 9,000          | 9,000          | 9,000           | 9,000          | 9,000          | 9,000          | 9,000          | 12,000         | 15,000         | 18,000         | 23,000         | 27,000         |
| Receivables                                       | 4,766          | 5,311          | 4,976          | 5,973           | 6,559          | 7,271          | 7,862          | 8,215          | 9,067          | 9,594          | 10,187         | 10,762         | 11,375         |
| Inventories                                       | 115            | 122            | 125            | 128             | 131            | 135            | 138            | 141            | 145            | 149            | 152            | 156            | 160            |
| Other   | 155            | 551            | 565            | 579             | 593            | 608            | 623            | 639            | 655            | 671            | 688            | 705            | 723            |
| Non-current assets classified as 'held for sale'  | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>TOTAL CURRENT ASSETS</b>                       | <b>33,545</b>  | <b>30,457</b>  | <b>21,360</b>  | <b>20,499</b>   | <b>21,318</b>  | <b>22,757</b>  | <b>24,441</b>  | <b>26,275</b>  | <b>29,017</b>  | <b>31,958</b>  | <b>35,431</b>  | <b>39,379</b>  | <b>43,884</b>  |
| <b>Non-Current Assets:</b>                        |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Investments                                       | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| Receivables                                       | 75             | 47             | 47             | 47              | 25             | 25             | 25             | 25             | 25             | 25             | 25             | 25             | 25             |
| Inventories                                       | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| Infrastructure, property, plant & equipment       | 213,974        | 218,410        | 225,513        | 248,595         | 259,314        | 260,039        | 260,768        | 261,500        | 262,236        | 262,974        | 263,716        | 264,461        | 265,209        |
| Investments accounted for using the equity method | -              | 1,461          | 1,461          | 1,461           | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          | 1,461          |
| Investment property                               | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| Intangible assets                                 | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>TOTAL NON-CURRENT ASSETS</b>                   | <b>214,049</b> | <b>219,918</b> | <b>227,021</b> | <b>250,103</b>  | <b>260,800</b> | <b>261,525</b> | <b>262,254</b> | <b>262,986</b> | <b>263,722</b> | <b>264,460</b> | <b>265,202</b> | <b>265,947</b> | <b>266,695</b> |
| <b>TOTAL ASSETS</b>                               | <b>247,594</b> | <b>250,375</b> | <b>248,381</b> | <b>270,602</b>  | <b>282,117</b> | <b>284,282</b> | <b>286,695</b> | <b>289,262</b> | <b>292,739</b> | <b>296,418</b> | <b>300,633</b> | <b>305,326</b> | <b>310,580</b> |
| <b>Liabilities</b>                                |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| <b>Current Liabilities:</b>                       |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Payables  | 5,897          | 3,664          | 5,393          | 5,931           | 5,678          | 6,812          | 6,954          | 7,395          | 8,033          | 8,325          | 8,864          | 9,329          | 9,744          |
| Income Received in Advance                        | -              | 129            | 129            | 129             | 129            | 129            | 129            | 129            | 129            | 129            | 129            | 129            | 129            |
| Borrowings  | 628            | 570            | 552            | 492             | 515            | 537            | 562            | 587            | 614            | 641            | 671            | 701            | 733            |
| Provisions  | 4,269          | 4,060          | 4,247          | 3,813           | 3,801          | 3,678          | 3,455          | 3,387          | 3,214          | 3,069          | 2,949          | 2,790          | 2,657          |
| <b>TOTAL CURRENT LIABILITIES</b>                  | <b>10,794</b>  | <b>8,423</b>   | <b>10,320</b>  | <b>10,364</b>   | <b>10,124</b>  | <b>11,155</b>  | <b>11,100</b>  | <b>11,498</b>  | <b>11,990</b>  | <b>12,164</b>  | <b>12,613</b>  | <b>12,948</b>  | <b>13,263</b>  |
| <b>Non-Current Liabilities:</b>                   |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Payables  | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| Borrowings  | 13,064         | 12,522         | 11,970         | 10,559          | 10,044         | 9,507          | 8,945          | 8,358          | 7,744          | 7,103          | 6,432          | 5,731          | 4,998          |
| Provisions  | 6,141          | 8,729          | 10,898         | 11,984          | 14,362         | 15,879         | 17,970         | 19,678         | 21,641         | 23,435         | 25,341         | 27,172         | 29,054         |
| <b>TOTAL NON-CURRENT LIABILITIES</b>              | <b>19,205</b>  | <b>21,251</b>  | <b>22,868</b>  | <b>22,543</b>   | <b>24,406</b>  | <b>25,386</b>  | <b>26,915</b>  | <b>28,036</b>  | <b>29,385</b>  | <b>30,538</b>  | <b>31,773</b>  | <b>32,903</b>  | <b>34,052</b>  |
| <b>TOTAL LIABILITIES</b>                          | <b>30,000</b>  | <b>29,674</b>  | <b>33,188</b>  | <b>32,907</b>   | <b>34,529</b>  | <b>36,541</b>  | <b>38,015</b>  | <b>39,534</b>  | <b>41,375</b>  | <b>42,701</b>  | <b>44,386</b>  | <b>45,852</b>  | <b>47,315</b>  |
| <b>NET ASSETS</b>                                 | <b>217,594</b> | <b>220,701</b> | <b>215,193</b> | <b>237,696</b>  | <b>247,588</b> | <b>247,742</b> | <b>248,680</b> | <b>249,728</b> | <b>251,363</b> | <b>253,717</b> | <b>256,247</b> | <b>259,474</b> | <b>263,264</b> |
| <b>Equity</b>                                     |                |                |                |                 |                |                |                |                |                |                |                |                |                |
| Retained earnings                                 | 108,767        | 111,884        | 106,376        | 128,879         | 138,771        | 138,925        | 139,863        | 140,911        | 142,546        | 144,900        | 147,430        | 150,657        | 154,447        |
| Revaluation reserves                              | 108,817        | 108,817        | 108,817        | 108,817         | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        | 108,817        |
| <b>Council equity interest</b>                    | <b>217,584</b> | <b>220,701</b> | <b>215,193</b> | <b>237,696</b>  | <b>247,588</b> | <b>247,742</b> | <b>248,680</b> | <b>249,728</b> | <b>251,363</b> | <b>253,717</b> | <b>256,247</b> | <b>259,474</b> | <b>263,264</b> |
| Non-controlling interest                          | -              | -              | -              | -               | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>TOTAL EQUITY</b>                               | <b>217,584</b> | <b>220,701</b> | <b>215,193</b> | <b>237,696</b>  | <b>247,588</b> | <b>247,742</b> | <b>248,680</b> | <b>249,728</b> | <b>251,363</b> | <b>253,717</b> | <b>256,247</b> | <b>259,474</b> | <b>263,264</b> |

| <b>LONG TERM FINANCIAL PLAN – DO NOTHING SCENARIO</b>               |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
|---|----------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>STATEMENT OF CASH FLOWS</b>                                      |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| \$ '000   | 2018           | 2019            | 2020            | 2021            | 2022            | 2023           | 2024           | 2025           | 2026            | 2027            | 2028            | 2029            | 2030            |
|   | Actual         | Actual          | Q2 Review       | Proposed Budget | Forecast        | Forecast       | Forecast       | Forecast       | Forecast        | Forecast        | Forecast        | Forecast        | Forecast        |
| <b>Cash Flows from Operating Activities</b>                         |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| <b>Receipts:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Rates & annual charges  | 17,060         | 17,858          | 17,461          | 17,848          | 18,313          | 18,789         | 19,277         | 19,778         | 20,293          | 20,820          | 21,362          | 21,917          | 22,487          |
| User charges & fees   | 2,097          | 14,122          | 3,924           | 2,594           | 3,981           | 4,080          | 4,182          | 4,287          | 4,394           | 4,504           | 4,616           | 4,732           | 4,850           |
| Investment & interest revenue received                              | 888            | 1,478           | 897             | 353             | 455             | 462            | 485            | 518            | 563             | 716             | 801             | 902             | 1,021           |
| Grants & contributions  | 6,380          | 7,695           | 10,765          | 31,251          | 19,875          | 10,272         | 10,477         | 10,687         | 10,901          | 11,119          | 11,341          | 11,568          | 11,799          |
| Bonds, deposits & retention amounts received                        | 2              | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Other   | 3,652          | 1,309           | 389             | 295             | 422             | 433            | 444            | 455            | 466             | 478             | 490             | 502             | 515             |
| <b>Payments:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Employee benefits & costs   | (13,568)       | (14,490)        | (13,871)        | (13,085)        | (13,445)        | (13,815)       | (14,195)       | (14,585)       | (14,986)        | (15,398)        | (15,822)        | (16,257)        | (16,704)        |
| Materials & contracts   | (10,689)       | (13,962)        | (8,351)         | (5,937)         | (6,086)         | (6,113)        | (6,141)        | (6,168)        | (6,196)         | (6,224)         | (6,252)         | (6,280)         | (6,309)         |
| Borrowing costs   | (530)          | (602)           | (582)           | (549)           | (523)           | (501)          | (478)          | (454)          | (428)           | (402)           | (374)           | (345)           | (314)           |
| Bonds, deposits & retention amounts refunded                        | -              | (28)            | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Other   | (3,152)        | (4,883)         | (4,261)         | (4,276)         | (4,382)         | (4,402)        | (4,422)        | (4,442)        | (4,462)         | (4,482)         | (4,502)         | (4,522)         | (4,543)         |
| <b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>          | <b>2,140</b>   | <b>8,497</b>    | <b>6,371</b>    | <b>28,494</b>   | <b>18,610</b>   | <b>9,205</b>   | <b>9,629</b>   | <b>10,076</b>  | <b>10,545</b>   | <b>11,131</b>   | <b>11,660</b>   | <b>12,217</b>   | <b>12,802</b>   |
| <b>Cash Flows from Investing Activities</b>                         |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| <b>Receipts:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Sale of investment securities                                       | 1,004          | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Sale of infrastructure, property, plant & equipment                 | 196            | 147             | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Deferred debtors receipts   | 47             | 36              | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| Other investing activity receipts                                   | -              | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| <b>Payments:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Purchase of investment securities                                   | -              | (8,000)         | -               | -               | -               | -              | -              | -              | (3,000)         | (3,000)         | (3,000)         | (5,000)         | (4,000)         |
| Purchase of infrastructure, property, plant & equipment             | (5,071)        | (12,105)        | (14,251)        | (30,146)        | (17,903)        | (7,982)        | (8,017)        | (8,052)        | (8,087)         | (8,123)         | (8,159)         | (8,195)         | (8,231)         |
| Deferred debtors & advances made                                    | -              | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| <b>NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES</b>          | <b>(3,824)</b> | <b>(19,922)</b> | <b>(14,251)</b> | <b>(30,146)</b> | <b>(17,903)</b> | <b>(7,982)</b> | <b>(8,017)</b> | <b>(8,052)</b> | <b>(11,087)</b> | <b>(11,123)</b> | <b>(11,159)</b> | <b>(13,195)</b> | <b>(12,231)</b> |
| <b>Cash Flows from Financing Activities</b>                         |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| <b>Receipts:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Proceeds from borrowings & advances                                 | 13,400         | -               | -               | -               | -               | -              | -              | -              | -               | -               | -               | -               | -               |
| <b>Payments:</b>  |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| Repayment of borrowings & advances                                  | (4,007)        | (611)           | (570)           | (552)           | (492)           | (515)          | (537)          | (562)          | (587)           | (614)           | (641)           | (671)           | (701)           |
| <b>NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES</b>          | <b>9,393</b>   | <b>(611)</b>    | <b>(570)</b>    | <b>(552)</b>    | <b>(492)</b>    | <b>(515)</b>   | <b>(537)</b>   | <b>(562)</b>   | <b>(587)</b>    | <b>(614)</b>    | <b>(641)</b>    | <b>(671)</b>    | <b>(701)</b>    |
| <b>NET INCREASE/(DECREASE) IN CASH &amp; CASH EQUIVALENTS</b>       | <b>7,709</b>   | <b>(12,036)</b> | <b>(8,450)</b>  | <b>(2,204)</b>  | <b>215</b>      | <b>709</b>     | <b>1,075</b>   | <b>1,462</b>   | <b>(1,130)</b>  | <b>(606)</b>    | <b>(140)</b>    | <b>(1,648)</b>  | <b>(130)</b>    |
| <b>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</b>        | <b>19,800</b>  | <b>27,509</b>   | <b>15,473</b>   | <b>7,023</b>    | <b>4,819</b>    | <b>5,034</b>   | <b>5,743</b>   | <b>6,818</b>   | <b>8,279</b>    | <b>7,150</b>    | <b>6,544</b>    | <b>6,404</b>    | <b>4,756</b>    |
| <b>CASH &amp; CASH EQUIVALENTS - end of year</b>                    | <b>27,509</b>  | <b>15,473</b>   | <b>7,023</b>    | <b>4,819</b>    | <b>5,034</b>    | <b>5,743</b>   | <b>6,818</b>   | <b>8,279</b>   | <b>7,150</b>    | <b>6,544</b>    | <b>6,404</b>    | <b>4,756</b>    | <b>4,626</b>    |
| <b>Additional Information</b>                                       |                |                 |                 |                 |                 |                |                |                |                 |                 |                 |                 |                 |
| <b>plus: Investments on hand - end of year</b>                      |                | <b>9,000</b>    | <b>9,000</b>    | <b>9,000</b>    | <b>9,000</b>    | <b>9,000</b>   | <b>9,000</b>   | <b>9,000</b>   | <b>12,000</b>   | <b>15,000</b>   | <b>18,000</b>   | <b>23,000</b>   | <b>27,000</b>   |
| <b>TOTAL CASH, CASH EQUIVALENTS &amp; INVESTMENTS - end of year</b> | <b>27,509</b>  | <b>24,473</b>   | <b>16,023</b>   | <b>13,819</b>   | <b>14,034</b>   | <b>14,743</b>  | <b>15,818</b>  | <b>17,279</b>  | <b>19,150</b>   | <b>21,544</b>   | <b>24,404</b>   | <b>27,756</b>   | <b>31,626</b>   |

| LONG TERM FINANCIAL PLAN - DO NOTHING SCENARIO   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
|--|------------------|--------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
|  | FINANCIAL RATIOS |        |          |          |          |          |          |          |          |          |          |          |          |
|  | 2018             | 2019   | 2020     | 2021     | 2022     | 2023     | 2024     | 2025     | 2026     | 2027     | 2028     | 2029     | 2030     |
|  | Actual           | Actual | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast | Forecast |
| <b>Operating Ratio</b>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>   | -0.88%           | -6.32% | -16.13%  | -11.03%  | -5.26%   | -4.26%   | -3.13%   | -1.84%   | -0.82%   | 0.61%    | 1.80%    | 3.00%    | 4.21%    |
| <small>Benchmark - Greater than 0%<br/>(operating revenue excl. capital grants and contributions - operating expenses) /<br/>operating revenue excluding capital grants and contributions</small>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Cash Expense Cover Ratio</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>   | 9.86             | 12.26  | 6.90     | 6.90     | 6.83     | 7.05     | 7.44     | 8.00     | 7.33     | 6.93     | 6.75     | 5.92     | 5.76     |
| <small>Benchmark - Greater than 3.0 months<br/>(current year's cash and cash equivalents / (total expenses - depreciation - interest costs) *<br/>12</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Current Ratio</b>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.</i> | 3.11             | 3.79   | 2.07     | 1.98     | 2.11     | 2.04     | 2.20     | 2.29     | 2.42     | 2.63     | 2.81     | 3.04     | 3.31     |
| <small>Benchmark - Greater than 1.5<br/>current assets / current liabilities</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Unrestricted Current Ratio</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>  | 1.80             | 3.02   | 1.59     | 1.87     | 1.94     | 1.77     | 1.89     | 1.94     | 2.10     | 2.31     | 2.51     | 2.76     | 3.04     |
| <small>Benchmark - Greater than 1.5<br/>current assets less of external activities/ current liabilities, less specific purpose liabilities</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Own Source Operating Revenue</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>             | 62.64%           | 69.19% | 68.69%   | 41.04%   | 54.57%   | 70.45%   | 70.57%   | 70.71%   | 70.85%   | 71.08%   | 71.24%   | 71.41%   | 71.59%   |
| <small>Benchmark - Greater than 60%<br/>rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Debt Service Cover Ratio</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio measures the availability of cash to service debt including interest, principal, and lease payments</i>  | 3.78             | 5.11   | 2.49     | 4.06     | 6.00     | 6.31     | 6.66     | 7.05     | 7.39     | 7.87     | 8.31     | 8.76     | 9.25     |
| <small>Benchmark - Greater than 2.0<br/>operating result before interest and depreciation (EBITDA) / principal repayments + borrowing interest costs</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Interest Cover Ratio</b>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash</i>  | 1.26             | 10.80  | 4.92     | 8.15     | 11.65    | 12.80    | 14.13    | 15.78    | 17.53    | 19.90    | 22.56    | 25.80    | 29.90    |
| <small>Benchmark - Greater than 4.0<br/>operating result before interest and depreciation (EBITDA) / interest expense</small>  |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <b>Capital Expenditure Ratio</b>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |
| <i>This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets</i>   | 0.65             | 1.74   | 1.99     | 4.27     | 2.49     | 1.10     | 1.10     | 1.10     | 1.10     | 1.10     | 1.10     | 1.10     | 1.10     |
| <small>Benchmark - Greater than 1.1<br/>annual capital expenditure / annual depreciation</small>   |                  |        |          |          |          |          |          |          |          |          |          |          |          |

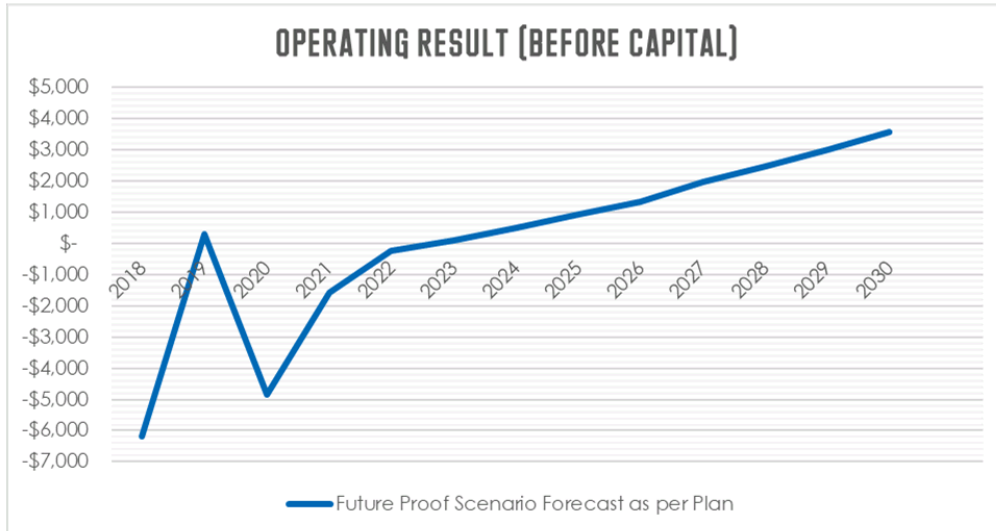
**OPERATING RESULT AND CASH RESERVES**

The below graph illustrates the three scenarios and how they each effect Council's operating surplus, as well as cash reserves for capital investment and renewal.



**SENSITIVITY ANALYSIS**

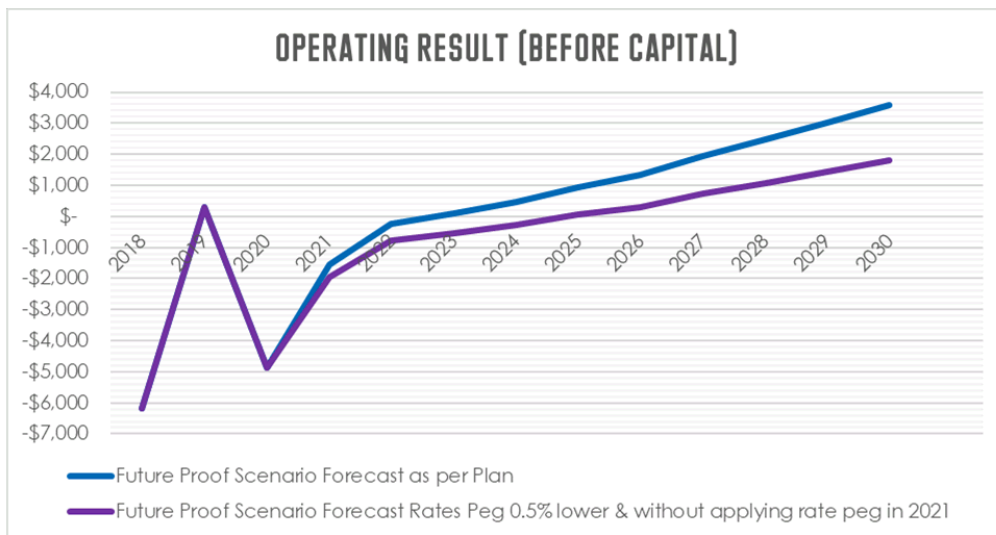
The LTFP Balanced Scenario (proposed) is demonstrated below.



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

**RATES**

Rate income comprises of 60% of Council's total operating income. Rates are capped by the State Government and Council can only increase rates above the rate pegging percentage, if a special rate variation is submitted and approved.

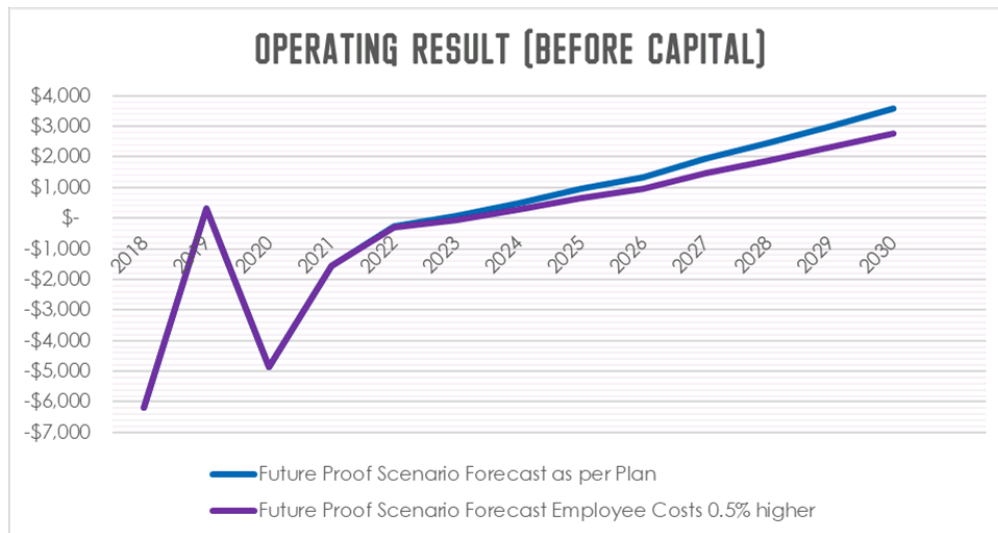


This sensitivity analysis is based upon if Council chose not to apply the rates peg for the 20/21 financial year and then rates are held 0.5% pa below the predicted rate pegging percentage, the effect on the LTFP Balanced Scenario operating result before capital grants and contributions is shown above.



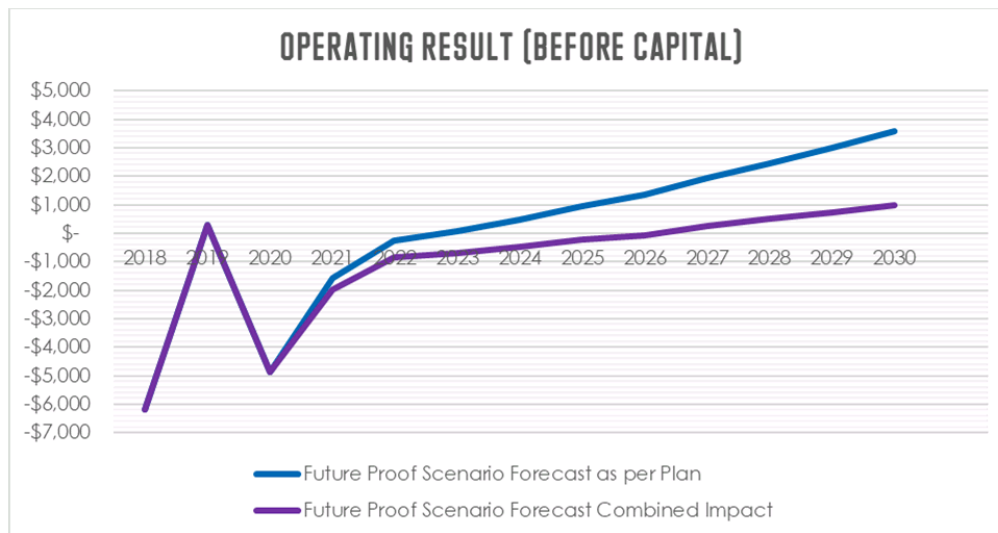
**EMPLOYEE COSTS**

Employee costs comprise of 42% of Council’s operating expenditure. Salary growth is largely subject to the Broken Hill City Council Consent Award. Council has factored in the current award increase annually for employee expenses in the Balanced Scenario. If the award increases by a further 0.5% in future years, the effect on the LTFP Balanced Scenario operating result before capital grants and contributions is shown below.



**COMBINED IMPACT**

The chart below shows the combined impact of both the unfavourable variances described above.



## MEASURING PERFORMANCE

Council will continue to report on and monitor its financial performance based on standard financial indicators.

These indicators include:

- **Operating Ratio**

This measures the capacity of Council to contain its operating expenditure within its operating revenue, allowing for asset renewals funded through depreciation. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 0%. The current operating ratio, based on the proposed 2020/2021 budget, is -5.50. It is forecast that this ratio will be above the benchmark in 2023, when an operating surplus is achieved.

- **Cash Expense Ratio**

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses, without additional cashflow. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 3 months. The current cash expense ratio, based on the proposed 2020/2021 budget, is 12.68 months.

- **Current Ratio**

This ratio represents Council's ability to meet debt repayments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such, can significantly impact Council's ability to meet its liabilities. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 1.5. The current ratio, based on the proposed 2020/2021 budget, is 7.96.

- **Unrestricted Current Ratio**

This ratio measures the adequacy of working capital and its ability to satisfy the obligations in the short term, for the unrestricted activities of Council. The minimum benchmark for this ratio, as advised TCorp and the Local Government Accounting Code for NSW, is greater than

1.5. The unrestricted current ratio, based on the proposed 2020/2021 budget, is 2.34.

- **Own Source Operating Revenue Ratio**

This ratio measures fiscal flexibility. It is the degree of reliance that Council places on external funding sources, such as operating grants and contributions, to fund its day to day operations. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 60%. The own source operating revenue ratio based on the proposed 2020/2021 budget is 37.18%. This ratio is distorted due to the expectation of receiving \$15m in capital grants for the Cultural Precinct Development, as well as additional economic stimulus grants. With this excluded the ratio would be 68.45%.

- **Debt Service Cover Ratio**

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 2. The debt service cover ratio, based on the proposed 2020/2021 budget, is 2.83.

- **Interest Cover Ratio**

This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowing. It measures the burden of the current interest expense, upon Council's operating cash. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 4. The interest cover ratio, based on the proposed 2020/2021 budget, is 8.56.

- **Building and Infrastructure Backlog Ratio**

This ratio shows what proportion the backlog is against the total value of Council's infrastructure. Council is in the process of revaluations for all building and infrastructure assets, as well as an in-depth review of all assets, to calculate the current backlog.

• **Asset Maintenance Ratio**

This ratio compares actual vs required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing. Council's ratio based on the proposed 2020/2021 budget is 1.0.

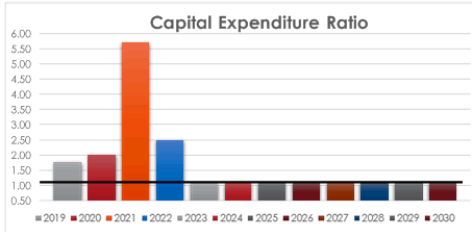
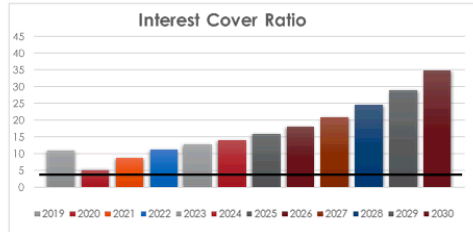
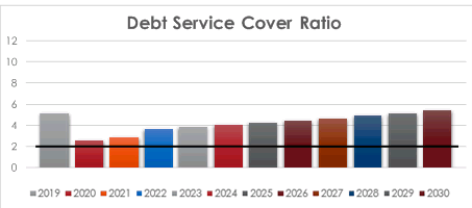
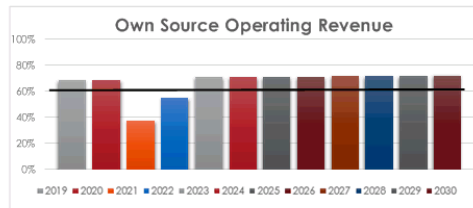
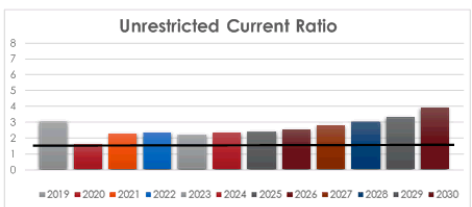
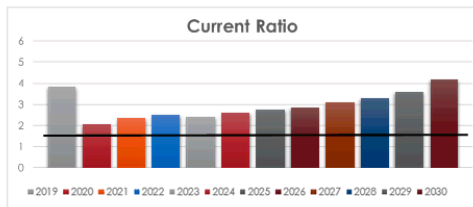
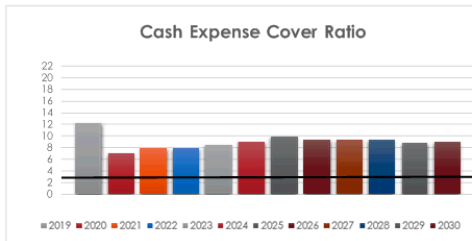
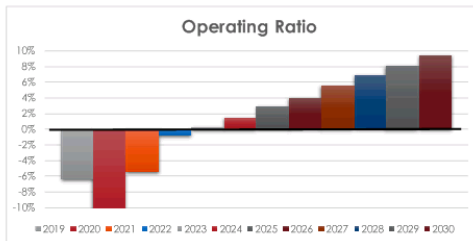
• **Building and Infrastructure Asset Renewal Ratio**

This ratio is used to assess the rate at which these assets are being renewed, relative to the rate at which they are depreciating. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than, or equal to 100%. Council's ratio based on the proposed 2020/2021 budget is 570%.

• **Capital Expenditure Ratio**

This ratio assesses the extent to which a Council is expanding its asset base through capital expenditure, on both new assets and the replacement and renewal of existing assets. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 1.10. The capital expenditure ratio, based on the proposed budget for 2020/2021, is 5.70.

We will also ensure compliance with the accounting and reporting requirements of the Local Government Code of Accounting Practice, including annual auditing of accounts and provision of information to the community and the Division of Local Government.



**QUARTERLY REPORTING**

Performance in regard to Operational Plan budgets will be monitored and reported to Council each quarter. Reports will include budget variations and reviews.

**ANNUAL REPORTING**

Council will prepare annual reports to the community, in accordance with the requirements of the *Local Government Act 1993* and the Integrated Planning and Reporting Guidelines. The report will include a summary of financial performance and achievements against delivering the outcomes of the Operational Plan and Delivery Program.

**REVIEW OF THE LONG TERM FINANCIAL PLAN**

The LTFP will be reviewed annually, in conjunction with the review of the Operational Plan 2020/2021 and Delivery Program 2020/2021 and financial projections will be revised and updated.



## CONCLUSION

The Future Proof Scenario is ambitious but achievable, affordable and significantly improves the financial position of Council allowing Council to continue to meet the expectations of the community, maintain service levels and stimulates the local economy to assist in the economic recovery of businesses and retain and grow local employment.

Council is committed to long-term financial sustainability and intergenerational equity, where each generation 'pays their way,' rather than any generation 'living off their assets' and leaving it to future generations to address the issue of replacing worn out infrastructure, without the necessary funds to do so. Council is currently relatively low on un-restricted reserves and is operating with continuous deficits until 2023.

However, the organisation itself is sustainable and financially viable and with the use of internal restrictions and low cost borrowings, as well as prudent and responsible budgeting, planning and

financial management, the Council will be able to rebuild its reserves, continue to deliver quality services to the community and replace and renew assets now and into the future, ensuring the same level of service for each generation.

It is proposed that further community engagement be carried out, to discuss service level expectations and affordability, to maintain or provide additional services. These reviews began in 2016/2017 and will continue through the current term of Council. It is expected significant efficiencies will be found through this process, as well as ensuring service delivery meets community expectations, within the financial constraints in which Council operates.

Council must develop strategies during 2020/21, to ensure the forecast efficiency gains and productivity improvements are realised and this will be monitored annually.

Council remains committed to ensuring internal efficiencies are realised, before considering increasing the financial burden on the community, through special rate variations.





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



ORDINARY MEETING OF THE COUNCIL

April 28, 2020

**ITEM 7**

BROKEN HILL CITY COUNCIL REPORT NO. 64/20

SUBJECT: DRAFT BROKEN HILL REGIONAL ART GALLERY POLICIES FOR PUBLIC EXHIBITION 12/14

**Recommendation**

1. That Broken Hill City Council Report No. 64/20 dated December 2, 2019 be received.
2. That Council endorses the draft Broken Hill Regional Art Gallery Exhibition Policy and draft Broken Hill Regional Art Gallery Collection Management Policy for the purpose of public exhibition.
3. That Council publicly exhibits the draft Broken Hill Regional Art Gallery Exhibition Policy and the draft Broken Hill Regional Art Gallery Collection Management Policy and accepts submissions from the public for a period of 28 days.
4. That Council receives a further report at the conclusion of this exhibition, detailing submissions and any recommended changes arising, with a view to adopting the draft Broken Hill Regional Art Gallery Exhibition Policy and the draft Broken Hill Regional Art Gallery Collection Management Policy, as Policies of Council.

**Executive Summary:**

This report presents drafts of the Broken Hill Regional Art Gallery Exhibition Policy and the Broken Hill Regional Art Gallery Collection Management Policy, for Council’s consideration and subsequent public exhibition.

The draft policies were first presented to the Ordinary Council Meeting held 11 December 2019 where Council resolved:

**RESOLUTION**

Minute No. 46151

Councillor D. Gallagher moved )  
Councillor R. Page seconded )

1. That consideration of Broken Hill City Council Report No. 208/19 dated December 2, 2019 be deferred.
2. That the draft Broken Hill Regional Art Gallery Exhibition Policy and the Broken Hill Regional Art Gallery Collection Management Policy be referred to the Broken Hill Regional Art Gallery Advisory Group and the Our Community Key Direction Working Group to review the draft policies with regards to accessioning and de-accessioning of artworks and provides a report to the February 2020 Council Meeting.

CARRIED UNANIMOUSLY

Following the December Council Meeting, the draft Broken Hill Regional Art Gallery Exhibition Policy and the Broken Hill Regional Art Gallery Collection Management Policy were edited and refined with regards to accessioning and de-accessioning of artworks, as per the above Council resolution.

The draft policies were then referred to the Broken Hill Regional Art Gallery Advisory Group and the Our Community Key Direction Working Group for review and comment. The Our Community Key Direction Working Group (Councillor Kennedy) approved the changes made and the Art Gallery Advisory Committee (Chair, Councillor Clark) has endorsed the draft policies to be re-presented to the May 2020 Council Meeting for the purpose of public exhibition.

**Report:**

The Art Gallery Advisory Committee and the Our Community Key Direction Working Group were consulted in the development of the draft Broken Hill Regional Art Gallery Exhibition Policy and draft Broken Hill Regional Art Gallery Collection Management Policy.

Both policies will replace all existing policies pertaining to the Broken Hill Regional Art Gallery as the new policies have combined all necessary information and align with best industry practice for Galleries and Museums.

The following Policies will be superseded following the exhibition period and upon final resolution by Council:

- Broken Hill Regional Art Gallery Acquisitions Policy – May 2008
- Broken Hill Regional Art Gallery Appraisals Policy – May 2008
- Broken Hill Regional Art Gallery Donations and Gifts Policy – May 2008
- Broken Hill Regional Art Gallery Loan of Art Works to Council – May 2008
- Broken Hill Regional Art Gallery Loan of Works to External Locations – May 2008
- Broken Hill Regional Art Gallery Reporting Procedures Policy – May 2008

It is recommended that Council publicly exhibits the draft Broken Hill Regional Art Gallery Exhibition Policy and the Broken Hill Regional Art Gallery Collection Management Policy and accepts submissions from the public for a period of 28 days.

**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,*  
*Local Government (General) Regulation 2005*

**Financial Implications:**

Nil

**Attachments**

1. [↓](#) Draft Broken Hill Regional Art Gallery Exhibition Policy
2. [↓](#) Draft Broken Hill Regional Art Gallery Collection Management Policy

RAZIJA NU'MAN  
DIRECTOR CORPORATE

JAMES RONCON  
GENERAL MANAGER

## BROKEN HILL REGIONAL ART GALLERY EXHIBITIONS POLICY

|                             |   |
|-----------------------------|---|
| <b>QUALITY CONTROL</b>      |   |
| <b>TRIM REFERENCES</b>      | <Enter TRIM Container and Document Numbers> |
| <b>RESPONSIBLE POSITION</b> | Gallery and Museum Manager                  |
| <b>APPROVED BY</b>          |   |
| <b>REVIEW DATE</b>          | <b>REVISION NUMBER</b>                      |

### 1. INTRODUCTION

The fundamental role of the Broken Hill Regional Art Gallery (BHRAG) is to provide access to quality exhibition and cultural material. This policy sets out the principles the BHRAG will adopt and factors it will consider when developing and approving temporary, collection and touring exhibitions and the overall exhibition program.

### 2. POLICY OBJECTIVE

This Policy supports the Broken Hill City Council Community Strategic Plan. This Policy also supports BHRAG's purpose:

- **Mission:** To provide a dynamic cultural hub for Broken Hill and region through supporting arts practice and engagement with the arts and by inspiring, stimulating ideas and encouraging conversations.
- **Vision:** Being an influential contributor to the cultural life of Broken Hill and NSW through our collaboration with our partners and our communities to offer experiences that engage, challenge and inspire.

Exhibitions are developed to offer innovative, varied and engaging interpretations of a broad variety of visual art across a range of media and periods. Exhibitions are focused on fostering and encouraging access and engagement for diverse audiences. Throughout the development process, the integration of relevant, engaging and innovative display techniques, online content, exhibition collateral and materials, public engagement and education programming and touring opportunities will be considered.

BHRAG is committed to ensuring that all aspects of the development, planning, approval and management of exhibitions and the exhibition program are undertaken on terms that are ethical, accountable and sustainable. It is through the exhibition program that works of art will be experienced not only as discrete objects, but also as vehicles of more comprehensive and complex meanings within the context of the production, interpretation and experience of culture within the community.

BHRAG will develop a diverse range of activities so that the interaction between art, ideas, criticism and the production of new creative work becomes part of its institutional momentum.

### 3. POLICY SCOPE

Gallery exhibitions will vary in terms of focus, size, scope and audience. Exhibitions may comprise works in any medium in use as a means of artistic expression in the visual arts, including

film, video, performance, light and sound, laser and neon, computer and/or electronically based works. They may also encompass exhibitions comprising of other creative fields such as design, craft, fashion and architecture.

Exhibitions may be curated in-house, guest-curated or received from appropriate outside professionally curated sources. All exhibitions by local/regional artists will be selected, curated by Gallery staff. An exhibition may not only consist of works of art and/or craft but may include:

- Objects of material culture which may be relevant in providing a context for the exhibition;
- Support material including catalogues, information sheets, didactic panels and education kits;
- Public programs.

#### **4. POLICY STATEMENT**

The BHRAG artistic program is developed and implemented to allow access to visual and cultural material that exposes the methods and meaning of artistic practice and the issues of cultural identity and/or place. Usually, an emphasis will be given to exhibitions that relate to themes of community interest, the local environment, feature artistic excellence, developing local art practice; expand audience's engagement to contemporary art and celebrate cultural diversity and understanding. Primarily, the Art Gallery has a responsibility to its local and regional audiences, and this is considered to be the primary target of the BHRAG exhibition program.

Selected BHRAG gallery spaces will also be used for exhibition/display artworks drawn from the BHRAG Collection. The rationale for displaying works from the collection will be based on:

- The condition of the work for display;
- Featuring the depth and diversity of objects of the BHRAG collection;
- Improving the public's access to and understanding of the BHRAG Collection.

Overall, the following principles will guide BHRAG's exhibition approach and content. Exhibitions under the management of BHRAG will be selected in consideration of the following aims to:

- provide a cultural, educational and recreational resource for local residents and visitors;
- promote the City and region as a place of creativity with a diverse culture and heritage; to draw reference to and involve the people, place and history of Broken Hill and region; and the significance of the Gallery's history, collection and historic building. This includes providing access to the City art collection in unique and engaging ways.
- present contemporary visual arts and crafts practice relevant to the Art Gallery and its community through the creation and dissemination of new ideas and collaborating with living artists.
- embrace the philosophy of access for all and provide engaging, diverse and inspirational learning and recreational opportunities;
- recognise the diversity of opinion and beliefs within the community;
- encourage participation, enquiry and aspiration regarding the arts;
- seek to challenge, query and explore human activity, values, customs and systems within a non-judgemental context, while recognising public standards and expectations;
- bring new opportunities to the region from national and international sources;
- support professional artists in their pursuit to become recognised in their field both at a local, national and international level;
- foster the professional development of local artists through engagement with exhibition and public program opportunities and the development and presentation of their art

- promote the region as a place of creative endeavour and inspiration with a diverse culture and heritage;
- remain agile and responsive by creating opportunities/exhibitions that develop community connected and community created content around topical issues.

#### **4.1 Exhibition Proposals**

Overall, The BHRAG artistic program is planned through an invited, application and curated process by the Gallery and Museum Manager and staff.

BHRAG will also consider exhibition proposals submitted by staff, artists, external curators, other galleries and other interested groups or individuals. Recognising that the Art Gallery advisory committee is constituted by members who have relevant expertise and relevant networks, the advisory committee can be a source of recommendations for exhibition proposals.

Exhibition proposals are reviewed and assessed by the Gallery and Museum Manager and staff in accordance with the Gallery's internal procedures and processes and approved by the Manager for inclusion in the exhibition program. Solo and group exhibitions are selected through an application process open to artists, arts collectives, and community groups of the Broken Hill LGA/Region. This application process is governed by the Broken Hill Regional Art Gallery Exhibition Proposal Guidelines. Applications will be advertised yearly by the Art Gallery.

Successful applicants will enter into a final agreement developed in partnership with the Art Gallery subject to possible modifications of dates, budget and public program or other details. In respect to all applications made through an Exhibition Proposal Application that the decision of Gallery staff is final.

#### **4.2 Selection Criteria**

The following forms the basic criteria for decision-making in relation to exhibitions managed by BHRAG, however the final discretion for exhibition selection will be with the Gallery and Museum Manager.

- **Artistic integrity, quality and clarity:** The potential to uphold elements of artistic expression, for example, innovation, uniqueness, creativity, skill, value. Whether the standard of work and concept is appropriate to the nature of the proposed exhibition and whether they meet the standards of a professional public exhibition space. Ability to interpret the exhibition proposal and ascertain the feasibility of the proposal with an emphasis on articulation and legibility.
- **Source and cultural sensitivity:** Proven ability of the artist, curator or Touring Agent to develop and deliver exhibitions of a high standard. Whether the exhibition content and concepts fall within accepted industry guidelines relating to social and cultural interpretation.
- **Cost to the venue and resources:** Potential cost implications to the venue: e.g. additional insurance, hire fees, transport costs. Provision of additional resources, such as education kits, catalogues and interpretive information that would enable audiences to better understand and appreciate artworks on display.
- **Practicalities and environment:** Consideration of any practical difficulties in hosting exhibitions: access and installation, public safety, size and weight of work. Consideration of the proposal in relation to the exhibition environment including security, climate control, sound and lighting.
- **Program, relevance, appeal and links:** The relationship of exhibition content and concept to the overall program schedule. Relevance to the BHRAG Business Plan i.e. the exhibition program is informed by the vision, mission, goals and priorities set out in the current Strategic Plan. Applicability and interest to a stated audience. Our venue is utilised by a varied demographic and must therefore be accessible and relevant to the general public. Whether there are any City or regional links to the proposal and consideration of educational potential associated with workshops, seminars and artist talks.



- **Partnerships:** The exhibition program supports the development, expansion and strengthening of important partnerships and alliances with key regional/national/international galleries and touring organisations.

#### **4.3 Ethical Considerations**

The principle of best practice applies to all aspects of the Art Gallery's planning, programs and management including the adoption of industry codes of practice.

The Art Gallery acknowledges that it is unable to address all audiences at all times. However, it will attempt to present a balanced exhibition program which, over the life of the BHRAG Strategic Business Plan, will address a wide range of audiences.

Art Gallery staff will keep well-informed of prevailing community standards when selecting exhibitions and content.

The Art Gallery will enter into appropriate contracts with artists, agents, writers or lenders when seeking works for exhibition or publications.

Sponsorship, donations and other patronage will be actively sought and appreciated, but will not solely determine, compromise or hinder the professional commitments or public obligations of BHRAG.

BHRAG will maintain a consistent high standard of display in the presentation and interpretation of exhibitions, including display and directional signage, in accordance with current gallery standards and practices. Appropriate consideration will be given to visitor requirements in the placement, size and clarity of all signage and supporting material.

Where appropriate and feasible BHRAG will respect the installation and display requirements of artists, but in the case of disputes concerning installation and/or display the decision of the Gallery and Museum Manager shall be final.

### **5. IMPLEMENTATION**

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

The following Council Officer is responsible for the implementation and the adherence to this policy:

- Gallery and Museum Manager

#### **5.2 Communication**

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

#### **5.3 Associated Documents**

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

- Broken Hill Regional Art Gallery Collection Policy
- Broken Hill Regional Art Gallery Exhibition Proposal Guidelines
- Broken Hill Public Art Policy
- International Council of Museums, Code of Professional Ethics – [www.icom.museum](http://www.icom.museum)

### **6. REVIEW**

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines. The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets

legislation requirements and the needs of the community and Council, in consultation with the Art Gallery Advisory committee.

The responsible Council officer will be notified of the review requirements three months prior to the expiry of this policy. The Gallery and Museum Manager is responsible for the review of this policy.

## **7. LEGISLATIVE AND LEGAL FRAMEWORK**

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

- All relevant legislation, including but not limited to the *Local Government Act 1993*;
- The National Standards for Australian Museums and Galleries (2016);
- Council's code of conduct;
- Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Broken Hill Regional Art Gallery Exhibitions Policy. However, Gallery or Council staff will be permitted to participate, exhibit and enter prizes at the Gallery provided they follow the exhibition proposal guidelines and make an application. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

## **8. DEFINITIONS**

- **Art Gallery or The Gallery:** means Broken Hill Regional Art Gallery (BHRAG).
- **Exhibition program:** means the forward program and schedule of temporary, collection and touring exhibitions.
- **Collection exhibition:** means an exhibition of works of art that is largely drawn from the collection and may include incoming loans and/or commissions. A collection exhibition has a stated curatorial rationale and location and may or may not have a finite display period. Collection exhibitions are managed within established exhibition management frameworks and a specific project budget. Collection exhibitions may be accompanied by a publication, online content, performance elements and associated public engagement and education programs and other exhibition collateral.
- **Temporary exhibition:** means an exhibition of works of art that may include works drawn from the collection, incoming loans and/or commissions. A temporary exhibition has a defined curatorial rationale and a finite display period, title and location, and is managed within an established exhibition management framework and a specific project budget. Temporary exhibitions may also be accompanied by a publication, online content, performance elements and associated public engagement and education programs and other exhibition collateral.
- **Touring exhibition:** means an exhibition of work(s) of art that may include works drawn from the collection, incoming loans and/or commissions that the Gallery tours to other venues. A touring exhibition may originate as a temporary exhibition displayed in-house or may be developed from inception for the purpose of display at other venues. A touring exhibition has a defined curatorial rationale and title and is managed within an established exhibition management framework within a specific project budget and under contractual arrangements with the borrowing venue(s). Touring exhibitions comprising a single work are distinct from outgoing loans in that they have a distinct curatorial rationale, title and exhibition management framework and are displayed at multiple venues as part of a coordinated tour program rather than based upon isolated loan requests. Touring exhibitions may be accompanied by a publication, online content, performance elements and associated public engagement and education programs and other exhibition collateral.



# BROKEN HILL REGIONAL ART GALLERY COLLECTION MANAGEMENT POLICY

|                             |   |
|-----------------------------|---|
| <b>QUALITY CONTROL</b>      |   |
| <b>TRIM REFERENCES</b>      | <Enter TRIM Container and Document Numbers> |
| <b>RESPONSIBLE POSITION</b> | Gallery and Museum Manager                  |
| <b>APPROVED BY</b>          |   |
| <b>REVIEW DATE</b>          | <b>REVISION NUMBER</b>                      |

## 1. INTRODUCTION

This document is a statement of policy for the development and management of the Broken Hill Regional Art Gallery (BHRAG) Collection and supports BHRAG’s mission:

- to develop and maintain a visual art collection of local, state and national significance, with an emphasis on artists who have an important connection to Broken Hill and the Far West Region of NSW; and
- to collect and commission selectively works of art that contribute to BHRAG’s exhibition program, enhance the building and grounds and foster an understanding, enjoyment and appreciation of the visual arts among the community.

## 2. POLICY OBJECTIVE

The Broken Hill Regional Art Gallery Collection Management Policy demonstrates Council’s commitment to the enjoyment, study, patronage and advancement of the visual arts and the preservation and documentation of art relating to the Broken Hill and wider region for future generations. The policy objective is to ensure a suitable and appropriate framework is in place for the collecting activities and collection management of BHRAG. To detail the guidelines and processes for the acquisition, management and deaccessioning of all artworks for the Broken Hill Regional Art Gallery.

## 3. POLICY SCOPE

The BHRAG Collection is the official art collection of Broken Hill City Council and the works of the Collection fall under the direct care and control of Broken Hill Regional Art Gallery.

The Broken Hill Regional Art Gallery Collection Policy is applicable to the Broken Hill Regional Art Gallery Collection only. It does not apply to other cultural materials collected by Council including local studies/archives/museum items or general decorative items or artworks owned, managed and displayed by other organisational units of Broken Hill City Council. This policy is also separate to Council’s Acquisition and Loan of Objects Relating to Cultural Heritage Policy.

#### **4. POLICY STATEMENT**

The BHRAG Art Collection is primarily based on the following objectives to:

- Develop and maintain a visual art collection of local, state and national significance and repute that reflects the cultural aspirations of Broken Hill Regional Art Gallery and its expressed objectives, goals and policies.
- To ensure an appropriate, industry-standard collection management framework is in place and that the BHRAG Collection is managed in an ethical, responsible and accountable manner.
- To provide guidelines for collection management processes including acquisition, cataloguing, deaccessioning and storage of artworks.
- To ensure rigorous, accountable and transparent standards are applied in the research, consideration, assessment and negotiation of acquisitions and that acquisitions are considered and approved in accordance with established delegated authority.
- To enable the BHRAG Collection to be preserved and protected as far as possible from damage resulting from adverse environmental conditions, the passage of time and/or individual human whim.
- To protect the Gallery from directly or indirectly validating, endorsing or providing an incentive to the illegal or unethical trade in cultural material.

#### **5. GUIDELINES FOR ACQUISITION**

##### **5.1 Types of artwork collected**

- Drawings, Paintings and Prints
- Sculptures
- Textile and Fibre Art
- Decorative Arts, including Ceramics
- Photographs
- Multi-media (new media) works
- Mixed media works

##### **5.2 Time period**

Both historical and contemporary artworks shall be collected.

##### **5.3 Region**

The BHRAG collection is not strictly limited by geographical region, however wherever possible the Gallery shall acquire works of excellence that relate to the culture and heritage of Broken Hill, surrounding districts and/or inland Australia.

##### **5.4 Legal Title**

The BHRAG shall not acquire any item, unless valid title can be acquired for that item.

##### **5.5 Conditional Acquisitions**

As a general rule, the Gallery does not accept acquisitions that carry restrictions or conditions and donors and sellers of works of art are expected to relinquish all proprietary rights to the work other than copyright.

## **6. METHODS OF ACQUISITION**

Artworks shall be acquired through the following methods:

- Donation (including gifts, bequests and donation through Cultural Gifts Program);
- Purchase (including Commissions);
- Acquisition of the winner of the Pro Hart Outback Art Prize; or
- Any other transaction by which legal title to an artwork passes to BHRAG.

## **7. ACQUISITION GUIDELINES**

Offers of donations, bequests or loans do not warrant automatic inclusion into the BHRAG Collection. The Gallery and Museum Manager will present an Acquisition Assessment for all works of art proposed for acquisition (with the exception of the Pro Hart Outback Art Prize acquisition), to the Broken Hill Regional Art Gallery Advisory Committee (referred to hereafter as the BHRAG Advisory Committee) for consideration.

Applications under the Cultural Gifts Program of the Commonwealth Government will be reviewed by the Gallery and Museum Manager in consultation with the BHRAG Advisory Committee, who will reserve the right to seek the advice of professional arts consultants in assessing the significance and value of proposed donations.

Conflicts of Interest – members of the BHRAG Advisory Committee must declare any conflict of interest in a potential acquisition and this conflict must be minuted and actively managed within Council's Code of Conduct Policy.

## **8. ACQUISITION APPROVALS PROCESS**

**The following three step authorisation process will be used in the approval of acquisitions to the Gallery's collection:**

### **1. ASSESSMENT**

The Gallery and Museum Manager in conjunction with the BHRAG Advisory Committee and/or professional arts consultant/s shall assess all Acquisition Proposals and make considered recommendations to accept or refuse artworks. Proposed acquisitions will be assessed on their merit taking into account BHRAG's objectives and the Acquisition Selection Criteria outlined in this document.

### **2. RECOMMENDATION/s**

Recommendation/s for acquisitions to the Collection shall be approved by the Gallery and Museum Manager who has delegated authority to approve Acquisitions within established delegation limits. All proposed Acquisitions with a purchase price over the Gallery and Museum Manager's delegation must be approved by the General Manager (with the exception of the Pro Hart Outback Art Prize acquisition).

Prior to the decision being made with respect to a proposed acquisition either by the Gallery and Museum Manager or the General Manager, as the case may be, a formal minute of the BHRAG Advisory Committee's recommendation, signed by the Chair of the BHRAG Advisory Committee, shall accompany the recommendation and decision papers, thereby becoming a formal part of the record.

### **3. APPROVAL**

Following the appropriate recommendations listed above, the minutes of the BHRAG Advisory Committee detailing the endorsed acquisitions will be presented to Council for final adoption/approval/endorsement.

## **9. ACQUISITION SELECTION CRITERIA**

The Broken Hill Regional Art Gallery shall aim to acquire works that meet the following criteria:

### **9.1 Artistic merit and reputation**

- The artist is an exemplary, prominent, influential and/or renowned Australian artist and acquisition of the artwork will enhance the overall quality of the Collection.
- The work is of outstanding artistic merit and rates highly in terms of aesthetic, cultural, spiritual and/or historical significance.
- The artwork rates highly in terms of national, state or regional significance.

### **9.2 Linkage to existing collection**

The proposed acquisition would strengthen the Collection by:

- Adding to major existing areas of representation, thus enabling the Gallery to expand upon a theme or to interpret the development of an artist's career or skills; or
- Addressing areas currently under-represented in the Collection.

### **9.3 Interpretive potential**

Does the artwork offer opportunities to interpret a variety of themes and therefore contribute to a range of exhibitions and public programmes?

### **9.4 Connection to geographic region**

Wherever possible the Gallery shall collect works of excellence that relate to the culture and heritage of Broken Hill, the surrounding districts and inland Australia.

The Gallery shall collect works by local artists whose works reflect a commitment to the development of their skills and talents.

### **9.5 Aboriginal artworks**

The proposed acquisition would:

- Contribute to the diversity of the Gallery's Aboriginal collection; or
- Reflect the cultural development of Aboriginal art in the Far West Region.

Note: Some Aboriginal and Torres Strait Islander art is sacred and restricted. The Gallery will only collect works intended for public display or approved for display in consultation with appropriate Aboriginal groups.

### **9.6 Legal Title**

As a general principle, the Gallery will not acquire a work of art through any means or methods, unless it can acquire clear and valid transfer of ownership documentation.

### **9.7 Provenance and authenticity**

Is documentation available to confirm ownership, authenticity and provenance of the artwork? To safeguard the integrity of the Collection it is critical that, prior to acquiring an artwork, due diligence is undertaken in researching and ascertaining its ownership, provenance and authenticity.

In addition, every effort should be made to acquire reference resources and significant material relating to artworks to support research into the collection and potential future exhibitions.



**9.8 Condition, size and ongoing care**

- What is the size of the artwork? Could it put undue strain on BHRAG's current and future storage and exhibition resources?
- What is the condition of the artwork? Will it require extensive and/or expensive conservation work prior to display and/or ongoing conservation maintenance?
- Would the artwork pose any issues in relation to workplace health and safety?

**10. OUTWARD AND INWARD LOANS**

- The Gallery will enter into Inward or Outward Loans for a fixed period only, which will be agreed between all parties and which can be extended by mutual agreement.
- The Gallery and Museum Manager will approve all Inward and Outward Loans.
- No object will be Loaned by the Gallery unless the safety of the object is assured and adequate security, environmental conditions and standards of care are evident.
- For both Inward and Outward Loans, it is expected that the Borrower will exercise the same standard of care for borrowed works of art as it does for its own collection in accordance with established procedures and professional gallery standards.
- Outward Loans are subject to the borrower agreeing to the conditions specified in the Broken Hill Regional Art Gallery Outward Loan Agreement.
- All costs associated with Outward Loans will be the responsibility of the borrower. These costs will include transport and insurance.
- The Gallery will endeavour to accommodate Outward Loan requests, however, reserves the right to locate works in the Collection where deemed appropriate.
- Inward Loans are temporary transfers of external collection items to the Gallery for the purposes of display. They can consist of items borrowed from:
  - Individuals;
  - community groups or; and
  - other institutions.
- The Gallery will only borrow works of art where it is confident that:
  - a) the Lender is reputable;
  - b) the Owner(s) hold valid Title to the work;
  - c) where the Lender is not the sole Owner, the Lender has the legal authority to enter into the Loan either:
    - i. on behalf of the Owner and/or co-Owners as an agent or representative; or
    - ii. as the party who would reasonably be expected to have possession, custody or control of the work of art for the period of the Loan, were that arrangement not in place.
- Generally, works of art in the private collections of Gallery staff will not be accepted for inward loan.

**11. DEACCESSIONING AND DISPOSAL**

To maintain and safeguard standards and to refine and improve the Collection, BHRAG is committed to periodic reviews to assess items that could potentially be deaccessioned.

Deaccessioning is the process of de-registering an item from a collection for clearly stated reasons and disposing of it in accordance with approved policies and procedures. It is a very important collections management activity.

A formal approvals procedure for deaccessioning objects for the collection is listed over.

### **11.1 DEACCESSIONING APPROVALS PROCESS**

**The following three step authorisation will be used in the de-accessioning approval of to the Gallery's collection:**

#### **1. ASSESSMENT**

The process of de-accessioning and disposal of an artwork is initiated and undertaken by the Gallery and Museum Manager (in consultation with an independent art specialist). The Gallery and Museum Manager will prepare a report taking into account the deaccessioning selection criteria and detailing independent specialist advice.

#### **2. RECOMMENDATION/s**

The Gallery and Museum Manager in consultation of the BHRAG Advisory Committee will be responsible for proposing the de-accessioning of art works from the Collection, as and when appropriate.

Prior to the decision being made with respect to a de-accessioning or disposal from the Collection, a formal minute of the BHRAG Advisory Committee's recommendation, signed by the Chair of the BHRAG Advisory Committee, shall accompany the recommendation and decision papers, thereby becoming a formal part of the record.

#### **3. APPROVAL**

Following the appropriate recommendations listed above, the minutes of the BHRAG Advisory Committee detailing the endorsed de-accessioning or disposal will be presented to Council for final decision.

### **11.2 DEACCESSIONING SELECTION CRITERIA**

The Gallery will exercise care and caution in evaluating the merit of an artwork when it is considered for deaccession and disposal. Some of the reasons the Gallery will consider deaccession include:

- A collections policy has been developed or revised since the artwork was acquired and the collecting focus has consequently been refined or altered;
- The significance and aesthetic merit of the artwork falls substantially below the general level of the Collection;
- The artwork is a non-essential duplicate of a work already held in the Collection;
- The artwork has been lost or stolen;
- The artwork has been damaged or has deteriorated over time and the costs of conservation outweigh its value to the Collection;
- The artwork can no longer be suitably stored due to its size or special climate requirements;
- Repatriation of cultural material i.e. the object is to be returned to the Aboriginal, Torres Strait or other community group from which it came;
- The original owner/donor's relative has proven legal title to it; or
- The work is subject to legislation which prevents the Gallery displaying it or having title to it.

### **11.3 Disposal**

Disposal of an artwork shall be undertaken, after Council approval, in a manner considered most appropriate to the Collection and to the future of the work. Works identified for disposal will be valued by a recognised valuer and will be managed in the following priority order:

- a) to donor of the work (donation);
- b) to the artist of the work (donation);

- c) to another public gallery or collection (only public or non-profit institutions/organisations may receive the gift of a de-accessioned work);
- d) through an auction house; or
- e) destroying the material by physical destruction if beyond preservation.

Any proceeds gained from the disposal of a work will be utilised solely for acquisition and the ongoing care and management of the Collection.

Every effort will be made to notify any living donor whose gift has been approved for deaccessioning prior to disposal.

No individual who is an employee of Council may receive deaccessioned material from the Collection.

#### **11.4 Records of Deaccessioned Artworks**

All records of deaccessioned artwork and the circumstances of its deaccessioning and disposal will be marked clearly and kept on file for future reference.

The Accession Number of a deaccessioned artwork shall not be re-used, and their accession number not reused.

#### **12. COLLECTION RECORD KEEPING**

The Collection shall be managed according to industry-standards and practices in relation to documentation and record-keeping procedures.

- A Collection Management System (CMS) shall be maintained as a central catalogue in which all relevant details of individual artworks are recorded including accession number, title, artist, photograph, description, and condition and provenance details.
- Paperwork shall be completed and retained in relation to all acquisitions including:
  - Deed of Gift, Cultural Gift or Deed of Purchase documents;
  - Acquisition Assessments;
  - Condition Reports;
  - Statements of Significance; and
  - Legal paperwork relating to copyright and/or restrictions on use of artwork.
- Collection audits and condition reporting shall be undertaken by qualified staff at least once every four years.

#### **13. COLLECTION DISPLAY, HANDLING AND STORAGE**

- The BHRAG Collection shall be conserved in accordance with accepted contemporary national practice and standards applicable to the safe and appropriate storage, management and handling of artworks.
- Gallery staff shall be given appropriate training in handling artworks.
- All preventative conservation measures shall be taken by those handling, storing and displaying artworks.
- Environmental conditions in artwork storage and display areas shall be monitored and managed according to industry standards, including temperature, humidity, light levels and pest control (See point 15: Associated Documents).
- Artworks shall not be displayed in environmental conditions or for periods of time that will result in the deterioration of the artwork.
- Conservation works and treatments will only be performed by a qualified professional Conservator.

- Unless on display, all works of art will be stored in an environmentally controlled and secure Art Store.
- The BHRAG shall provide as secure an environment as possible for the storage, transportation and display of the Art Collection.

### **13. IMPLEMENTATION**

The Gallery and Museum Manager is primarily responsible for the implementation and the adherence to this policy.

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Art Gallery Collection Policy.

Gallery staff or BHRAG Advisory Committee members purchasing work for their own private collections must ensure their interests do not conflict with the interests of BHRAG in the process of acquisition. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

### **14. 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.

### **15. ASSOCIATED DOCUMENTS**

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

- Broken Hill Regional Art Gallery Exhibitions Policy
- Broken Hill Public Art Policy
- Australian Institute for Conservation of Cultural Materials (AICCM) Environmental Guidelines: <https://aiccm.org.au/about/who-we-are/advocacy/environmental-guidelines-australian-cultural-heritage-collections>
- National Standards for Australian Museums & Galleries (V1.5, 2016): [http://www.magsq.com.au/\\_dbase\\_upl/NSFAMG\\_v1.5\\_2016.pdf](http://www.magsq.com.au/_dbase_upl/NSFAMG_v1.5_2016.pdf)

### **16. REVIEW**

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council.

The responsible Council officer will be notified of the review requirements three months prior to the expiry of this policy.

The Gallery and Museum Manager is responsible for the review of this policy.

### **17. LEGISLATIVE AND LEGAL FRAMEWORK**

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

- *Local Government Act 1993*.
- With any related planning controls, codes of practice, and relevant internal procedures.

## 18. DEFINITIONS

- **Art Gallery or the Gallery** means Broken Hill Regional Art Gallery (BHRAG).
- **Accession:** the process of assigning a unique number to an artwork and recording all relevant details in a collection catalogue.
- **Acquisition:** the act of gaining physical possession of an artwork and of transferring title or ownership from the providing source to the Gallery.
- **Authentication:** to determine as a genuine product of a particular person, region or time.
- **Bequest:** the bestowal by will of privately-owned cultural items to the Gallery.
- **Cataloguing:** assigning an object to an established classification system and initiating a record of the nomenclature, provenance, number, and location of that object in the collection storage area.
- **Clear title:** legal ownership without restrictions or conditions.
- **Collection:** Cultural Material for which the BHRAG is the custodian.
- **The BHRAG Advisory Committee:** The Broken Hill Regional Art Gallery Advisory Committee is a 355 committee endorsed by the Broken Hill City Council.
- **Conservation:** the processes for preserving and protecting objects from loss, decay, damage, or other forms of deterioration and of repairing.
- **Copyright:** statutory and automatic legal right to print, publish, perform, film or record material.
- **Cultural heritage:** a tradition, habit, skill, art form, or institution that is passed from one generation to the next.
- **Cultural property:** the material manifestation of the concepts, habits, skills, art, or institutions of a specific people in a defined period of time.
- **Deaccession/disposal:** the process of removing objects from a Gallery's collections.
- **Deed of gift:** a document with the signature of the donor transferring title of an object to a Gallery.
- **Deed of purchase:** a document with the signature of the owner transferring title of an object to a Gallery.
- **Interpretation:** the act or process of explaining or clarifying translating or presenting a personal understanding about an object.
- **Inventory:** an itemised list of the objects included in a Gallery's collection.
- **Loans:** collection objects which have been or are intended to be transferred temporarily to a stated destination outside the Gallery (outward loans), or, alternatively, objects which have been or are intended to be transferred to the Gallery from elsewhere (inward loans). The transfers are undertaken for a stated purpose (for example, a temporary exhibition) and for a stated period of time and do not involve a change of ownership.
- **Preventive conservation:** collection care to minimise conditions which may cause damage.
- **Provenance:** derivation or origin of an object.

## ORDINARY MEETING OF THE COUNCIL

May 19, 2020

**ITEM 8**BROKEN HILL CITY COUNCIL REPORT NO. 65/20

SUBJECT: QUARTERLY BUDGET REVIEW STATEMENT FOR PERIOD  
ENDING MARCH 2020 12/160

**Recommendation**

1. That Broken Hill City Council Report No. 65/20 dated May 19, 2020, be received.
2. That the 3rd Quarterly Budget Review Statement and recommendations be adopted
3. That Council note the projected 2019/20 operating deficit (before capital) of \$6,912,000.
4. That Council note the 2019/20 projected capital budget expenditure of \$13,404,000.

**Executive Summary:**

The Quarterly Budget Review Statement (QBRs) presents a summary of Council's financial position at the end of the third quarter for the financial year ended 30 June 2020.

As detailed in previous reports to Council, the financial position and sustainability of the Council has been significantly impacted by the COVID-19 pandemic. Council has been required to close several service areas along with other commercial areas receiving reduced income due to restrictions and user demand; will result in reductions in revenue similar to that experienced by other commercial organisations.

It is anticipated that Council will record a reduction in revenue of \$1,790,000 through the loss of revenue from those Council business units that were required to be closed, reduction in airport and waste revenue through reduced demand and restrictions as well as a reduction in investment and interest revenue. In addition to this, it is expected that Council's cash flow position will face the additional pressure of the community's ability to pay their rates, with businesses closing and job losses across our community as well as Council adopting a freeze on overdue interest and debt recovery until 30 June 2020.

At the time of writing this report, based on current information, forecasts, and changes the net impact on all the financial issues facing Council during the 2019/20 financial year will be a reduction in expected cash levels of about \$2,000,000.

The May Rates Instalment will be Council's first real indicator of non-payment of rates or reduced rate payments from ratepayers and this could increase further the cash shortfall that Council is already predicting.

The March Quarterly Budget Review shows an increase in the projected 2019/20 operating deficit (before capital items) of \$2,043,000 to an overall projected operating deficit at 30 June 2020 of \$6,912,000.

Budgeted capital expenditure will reduce by \$848,000 and capital revenue by \$660,000 reducing expected net capital expenditure from \$188,000 as per the December Quarterly Review Approved Budget, to \$9,854,000.

**Report:****Budget Review:**

In accordance with s203 of the *Local Government (General) Regulations 2005*:

- (1) Not later than 2 months after the end of each quarter, the responsible accounting officer of a Council must prepare and submit to the Council a budget review statement that shows, by reference to the estimate of income and expenditure set out in the Council's Revenue Policy included in the Operational Plan for the relevant year, a revised estimate of the income and expenditure for that year.
- (2) A budget review statement must include or be accompanied by:
  - (a) A report as to whether or not the responsible accounting officer believes that the statement indicates that the financial position of the Council is satisfactory, having regard to the original estimate of income and expenditure; and
  - (b) If that position is unsatisfactory, recommendation for remedial action.

In accordance with s211 (*Authorisation of expenditure*) of the *Local Government (General) Regulations 2005*:

- (1) A council, or a person purporting to act on behalf of a council, must not incur a liability for the expenditure of money unless the council at the annual meeting held in accordance with subclause (2) or at a later ordinary meeting:
  - (a) has approved the expenditure, and
  - (b) has voted the money necessary to meet the expenditure.

The QBRS appears as Attachment 1 and has been produced in accordance with the guidelines and standards issued by the Office of Local Government.

**Operational Budget Result:**

The December Quarterly Budget Review shows an increase in the projected 2019/20 operating deficit (before capital items) of \$2,043,000 to an overall projected operating deficit at 30 June 2020 of \$6,912,000.

This result reflects the following movements:

- \$815,000 reduction in revenue from user charges as a result of the closure or reduced utilisation of the Airport, Art Gallery, Albert Kersten Mining & Minerals Museum, Living Desert, Visitor Information Centre, Civic Centre, Council Events Team, Private Works and the Waste Facility.
- \$975,000 reduction in investment and interest revenue to market volatility relating to worldwide COVID-19 restrictions.
- \$500,000 reduction in employee expenses as a result of staff utilising excess annual and long service leave entitlements accrued in prior years. This doesn't result in any cash savings.
- Additional legal expenses of \$800,000 due to ongoing litigation. The increase has arisen due to matters discussed, as per Council legal briefing sessions.



- Additional material expenditure relating to COVID-19 of \$45,000. This includes: Cleaning supplies & equipment, sneeze guards for customer facilities, temperature testing units, additional PPE and social distancing markers, barricades etc.
- Additional \$20,000 for a technical consultant to review the Local Strategic Planning Statement as per legislative requirements to ensure implementation of a Local Strategic Planning Statement by 1 July 2020.

**Capital Budget Result:**

Budgeted capital expenditure will reduce by \$848,000 and capital revenue by \$660,000 reducing expected net capital expenditure from \$188,000 as per the December Quarterly Review Approved Budget, to \$9,854,000.

This result reflects the following movements:

- Additional \$6,485 for purchase of a high volume document scanner for the admin building. This will reduce the amount of paper records and assist in increasing the efficiency in current scanning and record keeping practices.
- \$19,300 increase to replace the Fire Indicator Panel at the Administration Building due to failure of the existing panel. This is a requirement to maintain insurance coverage.
- \$200,000 reduction due to not replacing the Library air conditioner No 2. This is to ensure that no overlap or wastage occurs when the development of the new Cultural Precinct & Library + Archive takes place.
- \$35,000 reduction due to the cancellation of the balustrade upgrade at the Art Gallery pending heritage advice on alternative solutions.
- \$100,000 reduction due to the postponement of the Warnock Street Workshop Masterplan, due to COVID-19.
- \$140,000 increase in the road reseal budget for additional works facilitated by the postponement of regional road projects.
- \$206,000 reduction in expenditure on resealing program due to other resource requirements and to maximise funding from RMS approved works.
- \$660,000 reduction in revenue and \$650,000 reduction in expenditure due to postponing Gypsum Street reconstruction works until 2020/21. This project was impacted by COVID-19 restrictions.
- \$28,400 reduction due to the cancellation of line marking at Broken Hill Airport. This project was impacted by COVID-19 restrictions.

**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 organization to operate its legal framework |

**Relevant Legislation:**

*Local Government Act 1993*

*Clause 203(1) of the Local Government (General) Regulations 2005.*

*Clause 211 of the Local Government (General) Regulations 2005.*

**Financial Implications:**

The projected operating deficit for 30 June 2020 (before capital items) has increased to \$6,912,000 mainly due to the impact of COVID-19 public health restrictions on Councils operations.

COVID-19 has impacted Council's current and ongoing financial position significantly. These ongoing effects have been incorporated into the 2020/21 Budget and Long-Term Financial Plan, which also been presented to this meeting for Council consideration.

Full details of the financial implications of this quarter's QBRS are contained within the attached report.

**Attachments**

1. [↓](#) Q3 Review - QBRS\_1920

JAY NANKIVELL  
CHIEF FINANCIAL OFFICER

JAMES RONCON  
GENERAL MANAGER

Broken Hill City Council

**Quarterly Budget Review Statement**  
for the period 01/01/20 to 31/03/20

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Broken Hill City Council

**Quarterly Budget Review Statement**  
for the period 01/01/20 to 31/03/20

**Report by Responsible Accounting Officer**

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

31 March 2020

It is my opinion that the Quarterly Budget Review Statement for Broken Hill City Council for the quarter ended 31/03/20 indicates that Council's projected financial position at 30/6/20 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:   
\_\_\_\_\_

date: 16-May-20

Jay Nankivell  
Responsible Accounting Officer

Broken Hill City Council

**Quarterly Budget Review Statement**

for the period 01/01/20 to 31/03/20

**Income & Expenses Budget Review Statement**

Budget review for the quarter ended 31 March 2020

**Income & Expenses - Council Consolidated**

| (\$000's)   | Original<br>Budget<br>2019/20 | Approved Changes |              |             | Revised<br>Budget<br>2019/20 | Variations<br>for this<br>Mar Qtr |   | Notes          | Projected<br>Year End<br>Result | Actual<br>YTD<br>figures |
|---|-------------------------------|------------------|--------------|-------------|------------------------------|-----------------------------------|---|----------------|---------------------------------|--------------------------|
|   |                               | Sep<br>QBRS      | Dec<br>QBRS  | Mar<br>QBRS |                              |                                   |   |                |                                 |                          |
| <b>Income</b>   |                               |                  |              |             |                              |                                   |   |                |                                 |                          |
| Rates and Annual Charges                              | 18,354                        |                  |              |             | 18,354                       |                                   |   |                | 18,354                          | 17,525                   |
| User Charges and Fees                                 | 3,707                         |                  |              |             | 3,707                        | (815)                             | 1 | 2,892          | 2,241                           |                          |
| Interest and Investment Revenues                      | 1,167                         |                  |              |             | 1,167                        | (975)                             | 2 | 192            | (90)                            |                          |
| Other Revenues  | 327                           |                  |              |             | 327                          | 112                               | 3 | 439            | 463                             |                          |
| Grants & Contributions - Operating                    | 5,510                         | 1,003            | 100          |             | 6,613                        |                                   |   | 6,613          | 3,077                           |                          |
| Grants & Contributions - Capital                      | 2,110                         | 2,100            |              |             | 4,210                        | (660)                             |   | 3,550          | 1,574                           |                          |
| Net gain from disposal of assets                      | -                             |                  |              |             | -                            |                                   |   | -              | 2                               |                          |
| <b>Total Income from Continuing Operations</b>        | <b>31,175</b>                 | <b>3,103</b>     | <b>100</b>   | <b>-</b>    | <b>34,378</b>                | <b>(2,338)</b>                    |   | <b>32,040</b>  | <b>24,792</b>                   |                          |
| <b>Expenses</b>                                       |                               |                  |              |             |                              |                                   |   |                |                                 |                          |
| Employee Costs  | 14,311                        | 30               |              |             | 14,341                       | (500)                             | 4 | 13,841         | 10,015                          |                          |
| Borrowing Costs                                       | 582                           |                  |              |             | 582                          |                                   |   | 582            | 338                             |                          |
| Materials & Contracts                                 | 4,841                         | 488              | 169          |             | 5,498                        | 45                                | 6 | 5,543          | 4,530                           |                          |
| Depreciation  | 6,532                         |                  | 616          |             | 7,148                        |                                   |   | 7,148          | 5,356                           |                          |
| Legal Costs   | 149                           | 3,200            |              |             | 3,349                        | 800                               | 5 | 4,149          | 3,757                           |                          |
| Consultants   | 66                            |                  |              |             | 66                           | 20                                | 7 | 86             | 80                              |                          |
| Other Expenses  | 4,053                         |                  |              |             | 4,053                        |                                   |   | 4,053          | 3,290                           |                          |
| Interest & Investment Losses                          |                               |                  |              |             | -                            |                                   |   | -              |                                 |                          |
| Net Loss from disposal of assets                      |                               |                  |              |             | -                            |                                   |   | -              |                                 |                          |
| <b>Total Expenses from Continuing Operations</b>      | <b>30,534</b>                 | <b>3,718</b>     | <b>785</b>   | <b>-</b>    | <b>35,037</b>                | <b>365</b>                        |   | <b>35,402</b>  | <b>27,366</b>                   |                          |
| <b>Net Operating Result from Continuing Operation</b> | <b>641</b>                    | <b>(615)</b>     | <b>(685)</b> | <b>-</b>    | <b>(659)</b>                 | <b>(2,703)</b>                    |   | <b>(3,362)</b> | <b>(2,574)</b>                  |                          |
| Discontinued Operations - Surplus/(Deficit)           |                               |                  |              |             | -                            |                                   |   | -              |                                 |                          |
| <b>Net Operating Result from All Operations</b>       | <b>641</b>                    | <b>(615)</b>     | <b>(685)</b> | <b>-</b>    | <b>(659)</b>                 | <b>(2,703)</b>                    |   | <b>(3,362)</b> | <b>(2,574)</b>                  |                          |
| <b>Net Operating Result before Capital Items</b>      | <b>(1,469)</b>                | <b>(2,715)</b>   | <b>(685)</b> | <b>-</b>    | <b>(4,869)</b>               | <b>(2,043)</b>                    |   | <b>(6,912)</b> | <b>(4,148)</b>                  |                          |

Broken Hill City Council

**Quarterly Budget Review Statement**

for the period 01/01/20 to 31/03/20

**Income & Expenses Budget Review Statement**

Budget review for the quarter ended 31 March 2020

**Income & Expenses - Council Consolidated**

| (\$000's)  | Original<br>Budget<br>2019/20 | Approved Changes |              |             | Revised<br>Budget<br>2019/20 | Variations<br>for this<br>Mar Qtr | Notes | Projected<br>Year End<br>Result | Actual<br>YTD<br>figures |
|--|-------------------------------|------------------|--------------|-------------|------------------------------|-----------------------------------|-------|---------------------------------|--------------------------|
|  |                               | Sep<br>QBRS      | Dec<br>QBRS  | Mar<br>QBRS |                              |                                   |       |                                 |                          |
| <b>Income</b>  |                               |                  |              |             |                              |                                   |       |                                 |                          |
| Our Leadership   | 21,582                        | 475              |              |             | 22,057                       | (1,033)                           | 1,2   | 21,024                          | 17,086                   |
| Our Community  | 2,251                         | 528              | 100          |             | 2,879                        | (47)                              | 1,3   | 2,832                           | 1,068                    |
| Our Economy  | 3,028                         |                  |              |             | 3,028                        | (453)                             | 1     | 2,575                           | 1,055                    |
| Our Environment  | 4,314                         |                  |              |             | 4,314                        | (145)                             | 1,4   | 4,169                           | 4,010                    |
| <b>Total Income from Continuing Operations</b>         | <b>31,175</b>                 | <b>1,003</b>     | <b>100</b>   | <b>-</b>    | <b>32,278</b>                | <b>(1,678)</b>                    |       | <b>30,600</b>                   | <b>23,219</b>            |
| <b>Expenses</b>  |                               |                  |              |             |                              |                                   |       |                                 |                          |
| Our Leadership   | 16,386                        | 3,230            | 656          |             | 20,272                       | 800                               | 8     | 21,072                          | 12,561                   |
| Our Community  | 8,738                         | 488              | 105          |             | 9,331                        | (230)                             | 4,6,7 | 9,101                           | 11,511                   |
| Our Economy  | 2,613                         |                  |              |             | 2,613                        |                                   |       | 2,613                           | 1,841                    |
| Our Environment  | 2,797                         |                  | 24           |             | 2,821                        | (250)                             | 7     | 2,571                           | 1,453                    |
| <b>Total Expenses from Continuing Operations</b>       | <b>30,534</b>                 | <b>3,718</b>     | <b>785</b>   | <b>-</b>    | <b>35,037</b>                | <b>320</b>                        |       | <b>35,357</b>                   | <b>27,366</b>            |
| <b>Net Operating Result from Continuing Operations</b> | <b>641</b>                    | <b>(2,715)</b>   | <b>(685)</b> | <b>-</b>    | <b>(2,759)</b>               | <b>(1,998)</b>                    |       | <b>(4,757)</b>                  | <b>(4,147)</b>           |
| Discontinued Operations - Surplus/(Deficit)            |                               |                  |              |             | -                            |                                   |       | -                               |                          |
| <b>Net Operating Result from All Operations</b>        | <b>641</b>                    | <b>(2,715)</b>   | <b>(685)</b> | <b>-</b>    | <b>(2,759)</b>               | <b>(1,998)</b>                    |       | <b>(4,757)</b>                  | <b>(4,147)</b>           |
| <b>Net Operating Result before Capital Items</b>       | <b>(1,469)</b>                | <b>(2,715)</b>   | <b>(685)</b> | <b>-</b>    | <b>(4,869)</b>               | <b>(2,043)</b>                    |       | <b>(6,912)</b>                  | <b>(2,574)</b>           |

Broken Hill City Council

**Quarterly Budget Review Statement**  
for the period 01/01/20 to 31/03/20

**Income & Expenses Budget Review Statement**  
**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

**Notes Details**

|   |  |
|---|--|
| 1 | \$815,000 reduction in revenue from user charges as a result of the closure or reduced utilisation of the Airport, Art Gallery, Albert Kersten Mining & Minerals Museum, Living Desert, Visitor Information Centre, Civic Centre, Council Events Team, Private Works and the Waste Facility. |
| 2 | \$975,000 reduction in investment and interest revenue to market volatility relating to worldwide COVID-19 restrictions.   |
| 3 | Additional \$112,540 revenue from diesel fuel rebates claimed for prior years. This was due to an improved claim methodology being introduced.   |
| 4 | \$500,000 reduction in employee expenses as a result of staff utilising excess annual and long service leave entitlements accrued in prior years. This doesn't result in any cash savings.   |
| 5 | Additional legal expenses of \$800,000 due to ongoing litigation. The increase has arisen due to matters discussed, as per Council legal briefing sessions.  |
| 6 | Additional material expenditure relating to COVID-19 of \$45,000. This includes: Cleaning supplies & equipment, sneeze guards for customer facilities, temperature testing units, additional PPE and social distancing markers, barricades etc.  |
| 7 | Additional \$20,000 for a technical consultant to review the Local Strategic Planning Statement as per legislative requirements to ensure implementation of a Local Strategic Planning Statement by 1 July 2020.   |



Broken Hill City Council

**Quarterly Budget Review Statement**

for the period 01/01/20 to 31/03/20

**Capital Budget Review Statement**

Budget review for the quarter ended 31 March 2020

**Capital Budget - Council Consolidated**

| (\$000's)                                      | Original<br>Budget<br>2019/20 | Approved Changes  |              |              |             | Revised<br>Budget<br>2019/20 | Variations<br>for this<br>Mar Qtr | Notes          | Projected<br>Year End<br>Result | Actual<br>YTD<br>figures |
|--|-------------------------------|-------------------|--------------|--------------|-------------|------------------------------|-----------------------------------|----------------|---------------------------------|--------------------------|
|  |                               | Carry<br>Forwards | Sep<br>QBRS  | Dec<br>QBRS  | Mar<br>QBRS |                              |                                   |                |                                 |                          |
| <b>Capital Expenditure</b>                     |                               |                   |              |              |             |                              |                                   |                |                                 |                          |
| New Assets                                     |                               |                   |              |              |             |                              |                                   |                |                                 |                          |
| - Plant & Equipment                            | 34                            | 80                |              |              | 114         | 7                            | 1                                 | 121            | 48                              |                          |
| - Land & Buildings                             | 20                            | 383               |              | 20           | 423         |                              |                                   | 423            | 400                             |                          |
| - Roads, Bridges, Footpaths                    | -                             | 900               | (100)        |              | 800         |                              |                                   | 800            | 423                             |                          |
| - Other  | -                             | 1,603             | 980          |              | 2,583       |                              |                                   | 2,583          | 2,021                           |                          |
| Renewal Assets (Replacement)                   |                               |                   |              |              |             |                              |                                   |                |                                 |                          |
| - Plant & Equipment                            | 1,172                         | 244               |              |              | 1,416       |                              |                                   | 1,416          | 162                             |                          |
| - Land & Buildings                             | 3,523                         | 996               | (263)        | 1            | 4,257       | (316)                        | 3,4,5,6                           | 3,941          | 1,609                           |                          |
| - Roads, Bridges, Footpaths                    | 2,924                         |                   | (958)        | (722)        | 1,244       | (538)                        | 7,8,9                             | 706            | 728                             |                          |
| - Other  | 789                           | 732               | 1,976        | (83)         | 3,414       |                              |                                   | 3,414          | 332                             |                          |
| <b>Total Capital Expenditure</b>               | <b>8,462</b>                  | <b>4,938</b>      | <b>1,635</b> | <b>(784)</b> | <b>-</b>    | <b>14,251</b>                |                                   | <b>13,404</b>  | <b>5,723</b>                    |                          |
| <b>Capital Funding</b>                         |                               |                   |              |              |             |                              |                                   |                |                                 |                          |
| Capital Grants & Contributions                 | 2,110                         |                   | 2,100        |              | 4,210       | (660)                        | 8                                 | 3,550          | 1,574                           |                          |
| <b>Total Capital Funding</b>                   | <b>2,110</b>                  | <b>-</b>          | <b>2,100</b> | <b>-</b>     | <b>-</b>    | <b>4,210</b>                 |                                   | <b>3,550</b>   | <b>1,574</b>                    |                          |
| <b>Net Capital Funding - Surplus/(Deficit)</b> | <b>(6,352)</b>                | <b>(4,938)</b>    | <b>465</b>   | <b>784</b>   | <b>-</b>    | <b>(10,041)</b>              |                                   | <b>(9,854)</b> | <b>(4,149)</b>                  |                          |

Broken Hill City Council

**Quarterly Budget Review Statement**  
for the period 01/01/20 to 31/03/20

**Capital Budget Review Statement**  
**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

| Notes | Details  |
|-------|--|
| 1     | Additional \$6,485 for purchase of a high volume document scanner for the admin building. This will reduce the amount of paper records and assist in increasing the efficiency in current scanning and record keeping practices. |
| 2     | \$19,300 increase to replace the Fire Indicator Panel at the Administration Building due to failure of the existing panel. This is a requirement to maintain insurance coverage.   |
| 3     | \$200,000 reduction due to not replacing the Library air conditioner No 2. This is to ensure that no overlap or wastage occurs when the development of the new Cultural Precinct & Library + Archive takes place.                |
| 4     | \$35,000 reduction due to the cancellation of the balustrade upgrade at the Art Gallery pending heritage advice on alternative solutions.  |
| 5     | \$100,000 reduction due to the postponement of the Warnock Street Workshop Masterplan ,due to COVID-19.  |
| 6     | \$140,000 increase in the road reseal budget for additional works facilitated by the postponement of regional road projects.   |
| 7     | \$660,000 reduction in revenue and \$650,000 reduction in expenditure due to postponing Gypsum Street reconstruction works until 2020/21. This project was impacted by COVID-19 restrictions.                                    |
| 8     | \$28,400 reduction due to the cancellation of line marking at Broken Hill Airport. This project was impacted by COVID-19 restrictions.   |

Broken Hill City Council

**Quarterly Budget Review Statement**

for the period 01/01/20 to 31/03/20

**Cash & Investments Budget Review Statement**

Budget review for the quarter ended 31 March 2020

**Cash & Investments - Council Consolidated**

| (\$000's)  | Original<br>Budget<br>2019/20 | Approved Changes |              |             | Revised<br>Budget<br>2019/20 | Variations<br>for this<br>Mar Qtr | Notes         | Projected<br>Year End<br>Result | Actual<br>YTD<br>figures |
|--|-------------------------------|------------------|--------------|-------------|------------------------------|-----------------------------------|---------------|---------------------------------|--------------------------|
|  |                               | Sep<br>QBRS      | Dec<br>QBRS  | Mar<br>QBRS |                              |                                   |               |                                 |                          |
| <b>Externally Restricted <sup>(1)</sup></b>                                |                               |                  |              |             |                              |                                   |               |                                 |                          |
| Developer Contributions - General  | 61                            |                  | (61)         | -           |                              |                                   | -             | -                               |                          |
| Domestic Waste Management  | 2,935                         |                  |              | 2,935       |                              |                                   | 2,935         | 3,342                           |                          |
| Royalties  | 623                           |                  |              | 623         |                              |                                   | 623           | 650                             |                          |
| Specific Purpose Unexpended Grants   | 776                           |                  |              | 776         |                              |                                   | 776           | 1,903                           |                          |
| <b>Total Externally Restricted</b>   | <b>4,395</b>                  | <b>-</b>         | <b>(61)</b>  | <b>-</b>    | <b>4,334</b>                 |                                   | <b>4,334</b>  | <b>5,895</b>                    |                          |
| <small>(1) Funds that must be spent for a specific purpose</small>         |                               |                  |              |             |                              |                                   |               |                                 |                          |
| <b>Internally Restricted <sup>(2)</sup></b>                                |                               |                  |              |             |                              |                                   |               |                                 |                          |
| Infrastructure Replacement   | 2,000                         |                  | 990          | 2,990       | (1,700)                      |                                   | 1,290         | 2,421                           |                          |
| Cultural Precinct Project  | 6,000                         |                  |              | 6,000       |                              |                                   | 6,000         | 6,000                           |                          |
| Employee Leave Entitlements  | 851                           |                  |              | 851         | (100)                        |                                   | 751           | 851                             |                          |
| Regional Aquatic Centre Reserve  | -                             |                  |              | -           |                              |                                   | -             | -                               |                          |
| Innovation Reserve   | 500                           |                  |              | 500         | -                            |                                   | 500           | 500                             |                          |
| Security Bonds, Deposits & Retentions                                      | 46                            |                  |              | 46          |                              |                                   | 46            | 48                              |                          |
| Plant Purchase Reserve   | -                             |                  |              | -           |                              |                                   | -             | 971                             |                          |
| Commercial Waste Management  | 344                           |                  |              | 344         |                              |                                   | 344           | 841                             |                          |
| Other  | 319                           |                  |              | 319         |                              |                                   | 319           | 223                             |                          |
| <b>Total Internally Restricted</b>   | <b>10,060</b>                 | <b>-</b>         | <b>990</b>   | <b>-</b>    | <b>11,050</b>                | <b>(1,800)</b>                    | <b>9,250</b>  | <b>11,855</b>                   |                          |
| <small>(2) Funds that Council has earmarked for a specific purpose</small> |                               |                  |              |             |                              |                                   |               |                                 |                          |
| <b>Unrestricted (i.e.. available after the above Restrictions)</b>         | <b>10,286</b>                 | <b>(9,812)</b>   | <b>(929)</b> | <b>-</b>    | <b>310</b>                   |                                   | <b>283</b>    | <b>266</b>                      |                          |
| <b>Total Cash &amp; Investments</b>  | <b>24,741</b>                 |                  |              |             | <b>15,694</b>                | <b>(1,800)</b>                    | <b>13,867</b> | <b>18,016</b>                   |                          |

Broken Hill City Council

**Quarterly Budget Review Statement**  
for the period 01/01/20 to 31/03/20

**Cash & Investments Budget Review Statement**

**Comment on Cash & Investments Position**

Not Applicable

**Investments**

Investments have been invested in accordance with Council's Investment Policy.

**Cash**

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.  
The date of completion of this bank reconciliation is 31/03/20

**Reconciliation Status**

The YTD Cash & Investment figure reconciles to the actual balances held as follows:

**\$ 000's**

|   |        |
|---|--------|
| Cash at Bank (as per bank statements)                                       | 605    |
| Investments on Hand   | 17,411 |
| less: Unpresented Cheques (Timing Difference)                               |        |
| add: Undeposited Funds (Timing Difference)                                  |        |
| less: Identified Deposits (not yet accounted in Ledger) (Require Actioning) |        |
| add: Identified Outflows (not yet accounted in Ledger) (Require Actioning)  |        |
| less: Unidentified Deposits (not yet actioned) (Require Investigation)      |        |
| add: Unidentified Outflows (not yet actioned) (Require Investigation)       |        |

|  |        |
|--|--------|
| <b>Reconciled Cash at Bank &amp; Investments</b> | 18,016 |
|--|--------|

|   |        |
|---|--------|
| <b>Balance as per Review Statement:</b> | 18,016 |
|---|--------|

|             |     |
|-------------|-----|
| Difference: | (0) |
|-------------|-----|

**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

**Notes Details**

- 1 The effects of COVID-19 restrictions have reduced revenue, and cashflow from rate & debtor payments. This effect on the short term, requires the Infrastructure Replacement Reserve to be utilised to fund already committed capital works, that would have ordinarily be paid from Council's working capital.

Broken Hill City Council

**Quarterly Budget Review Statement**  
for the period 01/01/20 to 31/03/20

**Key Performance Indicators Budget Review Statement**

Budget review for the quarter ended 31 March 2020

| (\$000's) | Current Projection |                 | Original Budget 19/20 | Actuals Prior Periods |       |
|-----------|--------------------|-----------------|-----------------------|-----------------------|-------|
|           | Amounts 19/20      | Indicator 19/20 |                       | 18/19                 | 17/18 |

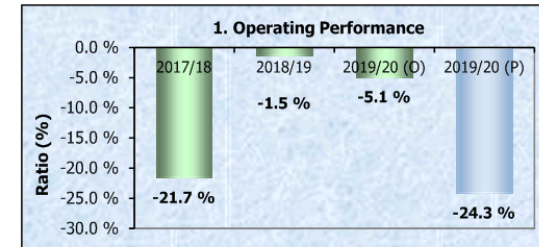
NSW Local Government Industry Key Performance Indicators (OLG):

**1. Operating Performance**

|  |         |         |        |        |         |
|--|---------|---------|--------|--------|---------|
| Operating Revenue (excl. Capital) - Operating Expenses   | - 6,912 | -24.3 % | -5.1 % | -1.5 % | -21.7 % |
| Operating Revenue (excl. Capital Grants & Contributions) | 28,490  |         |        |        |         |

**Benchmark - Greater than 0%**

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

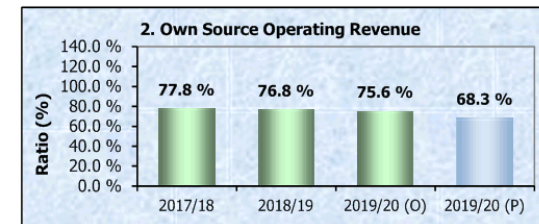


**2. Own Source Operating Revenue**

|   |        |        |        |        |        |
|---|--------|--------|--------|--------|--------|
| Operating Revenue (excl. ALL Grants & Contributions)  | 21,877 | 68.3 % | 75.6 % | 76.8 % | 77.8 % |
| Total Operating Revenue (incl. Capital Grants & Cont) | 32,040 |        |        |        |        |

**Benchmark - Greater than 60%**

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.

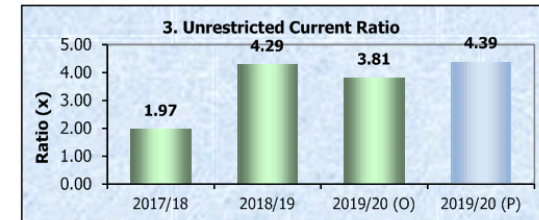


**3. Unrestricted Current Ratio**

|   |        |      |      |      |      |
|---|--------|------|------|------|------|
| Current Assets less all External Restrictions         | 19,159 | 4.39 | 3.81 | 4.29 | 1.97 |
| Current Liabilities less Specific Purpose Liabilities | 4,363  |      |      |      |      |

**Benchmark - Greater than 1.5**

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.



Broken Hill City Council

**Quarterly Budget Review Statement**  
for the period 01/01/20 to 31/03/20

**Key Performance Indicators Budget Review Statement**

Budget review for the quarter ended 31 March 2020

| (\$000's) | Current Projection |           | Original Budget 19/20 | Actuals Prior Periods |       |
|-----------|--------------------|-----------|-----------------------|-----------------------|-------|
|           | Amounts            | Indicator |                       | 18/19                 | 17/18 |
|           | 19/20              | 19/20     |                       |                       |       |

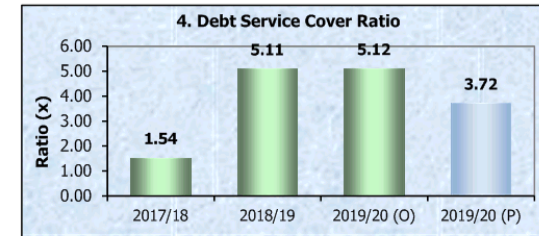
NSW Local Government Industry Key Performance Indicators (OLG):

**4. Debt Service Cover Ratio**

|  |       |      |      |      |      |
|--|-------|------|------|------|------|
| Operating Result before Interest & Dep. exp (EBITDA) | 4,368 | 3.72 | 5.12 | 5.11 | 1.54 |
| Principal Repayments + Borrowing Interest Costs      | 1,173 |      |      |      |      |

**Benchmark - Greater than 2.0**

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

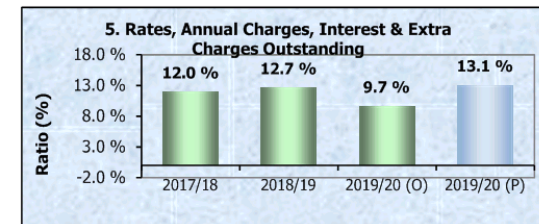


**5. Rates, Annual Charges, Interest & Extra Charges Outstanding**

|   |        |        |       |        |        |
|---|--------|--------|-------|--------|--------|
| Rates, Annual & Extra Charges Outstanding | 2,295  | 13.1 % | 9.7 % | 12.7 % | 12.0 % |
| Rates, Annual & Extra Charges Collectible | 17,525 |        |       |        |        |

**Benchmark - Less than 10%**

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

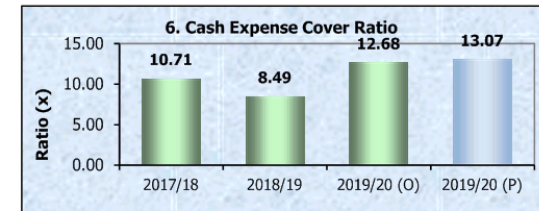


**6. Cash Expense Cover Ratio**

|  |        |       |       |      |       |
|--|--------|-------|-------|------|-------|
| Current Year's Cash & Cash Equivalents (incl. Term Deposits) | 18,016 | 13.07 | 12.68 | 8.49 | 10.71 |
| Operating & financing activities Cash Flow payments          | 1,378  |       |       |      |       |

**Benchmark - Greater than 3 months**

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



Broken Hill City Council

**Quarterly Budget Review Statement**  
for the period 01/01/20 to 31/03/20

**Key Performance Indicators Budget Review Statement**

Budget review for the quarter ended 31 March 2020

| (\$000's) | Current Projection |           | Original Budget 19/20 | Actuals Prior Periods |       |
|-----------|--------------------|-----------|-----------------------|-----------------------|-------|
|           | Amounts            | Indicator |                       | 18/19                 | 17/18 |
|           | 19/20              | 19/20     |                       |                       |       |

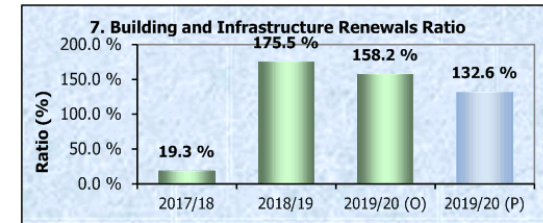
NSW Local Government Infrastructure Asset Performance Indicators (OLG):

**7. Building and Infrastructure Renewals Ratio**

|  |       |         |         |         |        |
|--|-------|---------|---------|---------|--------|
| Asset Renewals (Building, Infrastructure & Other Structures) | 9,477 | 132.6 % | 158.2 % | 175.5 % | 19.3 % |
| Depreciation, Amortisation & Impairment                      | 7,148 |         |         |         |        |

**Benchmark - Greater than 100%**

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

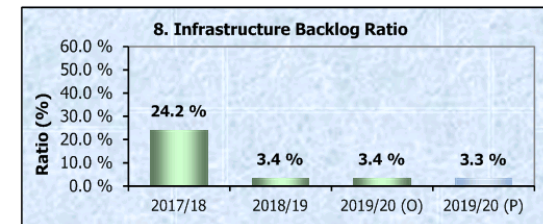


**8. Infrastructure Backlog Ratio**

|   |         |       |       |       |        |
|---|---------|-------|-------|-------|--------|
| Estimated cost to bring Assets to a satisfactory condition                                      | 6,288   | 3.3 % | 3.4 % | 3.4 % | 24.2 % |
| Total value of Infrastructure, Building, Other Structures & depreciable Land Improvement Assets | 189,530 |       |       |       |        |

**Benchmark - Less than 2.0%**

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

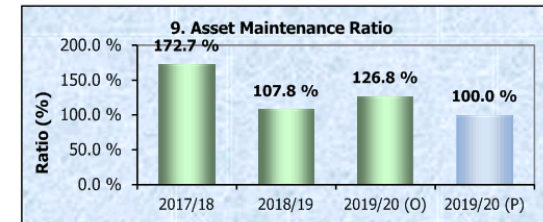


**9. Asset Maintenance Ratio**

|                            |       |         |      |      |      |
|----------------------------|-------|---------|------|------|------|
| Actual Asset Maintenance   | 6,288 | 100.0 % | 127% | 1.08 | 1.73 |
| Required Asset Maintenance | 6,288 |         |      |      |      |

**Benchmark - Greater than 1.0**

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the Infrastructure Backlog growing.





Broken Hill City Council

**Quarterly Budget Review Statement**  
for the period 01/01/20 to 31/03/20

**Key Performance Indicators Budget Review Statement**

Budget review for the quarter ended 31 March 2020

| (\$000's) | Current Projection |           | Original Budget 19/20 | Actuals Prior Periods |       |
|-----------|--------------------|-----------|-----------------------|-----------------------|-------|
|           | Amounts            | Indicator |                       | 18/19                 | 17/18 |
|           | 19/20              | 19/20     |                       |                       |       |

NSW Local Government Infrastructure Asset Performance Indicators (OLG):

**10. Cost to bring assets to agreed service level**

|  |         |       |       |       |        |
|--|---------|-------|-------|-------|--------|
| Estimated cost to bring assets to an agreed service level set by Council | 6,288   | 1.7 % | 1.7 % | 1.7 % | 12.0 % |
| Gross replacement cost   | 372,305 |       |       |       |        |

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

**11. Capital Expenditure Ratio**

|                            |           |     |     |     |     |
|----------------------------|-----------|-----|-----|-----|-----|
| Annual Capital Expenditure | 13,403.50 | 1.9 | 1.3 | 1.7 | 0.7 |
| Annual Depreciation        | 7,148.00  |     |     |     |     |

**Benchmark - Greater than 1.1**

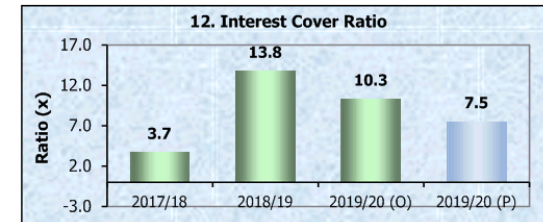
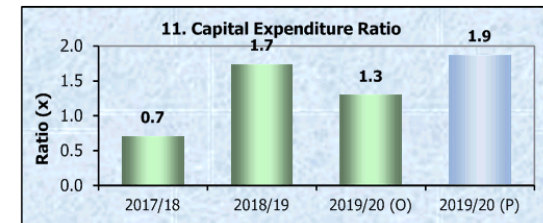
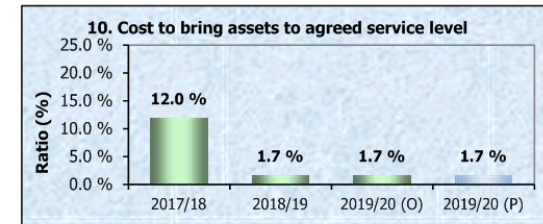
To assess the extent to which a Council is expanding its asset base thru capital expenditure on both new assets and the replacement and renewal of existing assets.

**12. Interest Cover Ratio**

|   |       |     |      |      |     |
|---|-------|-----|------|------|-----|
| Operating Results before Interest & Dep. exp (EBITDA) | 4,368 | 7.5 | 10.3 | 13.8 | 3.7 |
| Borrowing Interest Costs (from the income statement)  | 582   |     |      |      |     |

**Benchmark - Greater than 4.0**

This ratio indicates the extent to which a Council can service (through operating cash) its interest bearing debt & take on additional borrowings.



Broken Hill City Council

**Quarterly Budget Review Statement**  
for the period 01/01/20 to 31/03/20

**Contracts Budget Review Statement**

Budget review for the quarter ended 31 March 2020

**Part A - Contracts Listing** - contracts entered into during the quarter

| Contractor                | Contract detail & purpose                                  | Contract Value | Start Date | Duration of Contract | Budgeted (Y/N) | Notes |
|---------------------------|--|----------------|------------|----------------------|----------------|-------|
| NSW Public Works Advisory | Project manage, design and deliver capital works projects. | 517,200        | 17/02/20   | Completion           | Y              |       |
| Cavpower CAT              | Supply of articulated landfill compactor                   | 838,027        | 25/03/20   | Completion           | Y              |       |

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

Broken Hill City Council

**Quarterly Budget Review Statement**  
for the period 01/01/20 to 31/03/20

**Consultancy & Legal Expenses Budget Review Statement**

Consultancy & Legal Expenses Overview

| Expense       | YTD Expenditure<br>(Actual Dollars) | Budgeted<br>(Y/N) |
|---------------|-------------------------------------|-------------------|
| Consultancies | 80,339                              | Y                 |
| Legal Fees    | 3,756,991                           | N                 |

**Definition of a consultant:**

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

**Comments**

Expenditure included in the above YTD figure but not budgeted includes:

**Details**

The information usually provided in this section, is not disclosed on the grounds that it can be expected to prejudice seriously the outcome of current and future investigations and litigation. The Council are of the opinion that the claim against the contractors will be successful. The full amount recoverable of legal fees is not yet quantifiable.

All expenditure on the Civic Centre in rectification works and ongoing legal expenses have been made in accordance with the November 2017 confidential resolution, minute number 45709.

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signs that new coronavirus cases in many hard hit countries may have peaked and lockdowns are beginning to be eased. Barring follow up waves of the virus, governments around the world are hopeful that pent up demand encouraged by unprecedented stimulus packages will result in a strong rebound in economic activity and the labour markets over the second half of 2020. Potentially aiding a recovery is the low price of oil. Despite Russia, OPEC and other producers agreeing to a 10m barrel/day cut in production, demand is down over 30m barrel/day due to coronavirus related shutdowns. There is so little spare storage that producers in the US were being charged for May deliveries resulting in “negative” prices on the futures exchanges.

### **Domestic issues**

In Australia, new daily coronavirus cases steadily declined throughout April after having peaked in late March. With less than 7000 cases and 100 deaths by the end of April, Australia ranked first among OECD nations in controlling the coronavirus outbreak based upon testing, cases and recovery rates. Nevertheless, like the US and Europe, Australian GDP is predicted to drop by 10% in the June quarter due to the coronavirus related shutdown. March quarter inflation data (CPI) increased by +2.2% largely off the back of bushfire related price increases and coronavirus panic buying. June quarter CPI is expected to be negative, led by the sharp drop in oil prices and virus-related discounts from businesses and governments. During April, Australian shares clawed back some of their March losses with gains of nearly 10%. The AUD/USD closed out the month just above 65c continuing its upward trend from mid-March when it hit a low of 55c.

### **Interest rates**

The RBA kept the official cash rate at 0.25%pa at its April meeting, after cutting 50bps from the key rate during March. Internal policy measures are pushing the market rate lower than 0.25%pa, but there is no expectation of another interest rate cut any time soon. After a bump up in March, average term deposit rates ended April lower across the maturity range. The average best term deposit rates among large banks were 20-40 basis points lower across 1-12 months versus last month.

### **Investment Portfolio Commentary**

Council’s investment portfolio posted a return of 4.22%pa for the month of April versus the bank bill index benchmark return of 0.58%pa.

For the past 12 months, the investment portfolio returned 0.02%pa, underperforming the bank bill index benchmark’s 1.12%pa by 1.10%pa. During April, Council’s investment portfolio had \$1m in 6 & 8 month term deposits mature with a weighted average rate of 1.75%pa. Council utilised the funds for expenditure requirements and had no new deposits during the month.

The TCorpIM MT Growth fund was up 1.8% in April. The Australian share market recovered 9.5% in April or just under half of March’s losses. All sectors recorded gains with Energy performing the best, up 25.2%, even though the price of oil continued to hit multi-decade lows. Consumer Staples was the worst performing sector, up 2.6%, as supermarkets reported a normalisation of sales after recording strong growth in the March quarter. Overseas markets were all stronger with the US S&P 500 (+12.8%), European S&P350 (+6.1%), Japanese S&P 500 (+4.5%), and the Chinese S&P 300 (+6.2%) all gaining, however the strong performance of the Australian dollar during April offset some of these gains.

**Council's Portfolio by Source of Funds – April 2020**

As at 30 April 2020, Council's Investment Portfolio had a current market valuation of \$15,382,802 or principal value (face value) of \$15,352,223 and was compliant with policy and legislative requirements as per the table above.

|                         | Source of Funds                           | Principal Amount    |
|-------------------------|---|---------------------|
| <b>GENERAL<br/>Fund</b> | Operating Capital & Internal Restrictions | \$9,519,223         |
|                         | Royalties Reserve                         | \$660,000           |
|                         | Domestic Waste Management Reserve         | \$3,174,000         |
|                         | Grants                                    | \$1,999,000         |
|                         | <b>TOTAL PORTFOLIO</b>                    | <b>\$15,352,223</b> |

**Certificate by Responsible Accounting Officer**

All investments have been placed in accordance with Council's Investment Policy, Section 625 of the *Local Government Act 1993* (as amended), the Revised Ministerial Investment Order gazetted 11 February 2011, Clause 212 of the *Local Government (General) Regulations 2005* and Third-Party Investment requirements of the then Department Local Government Circular 06-70. Council continues to obtain independent financial advice on its investment portfolio in accordance with the then Department of Local Government Circular of 16 September 2008.

**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. [↓](#) April 2020 Investment Report

JAY NANKIVELL  
CHIEF FINANCIAL OFFICER

JAMES RONCON  
GENERAL MANAGER



**Investment Summary Report**  
**April 2020**





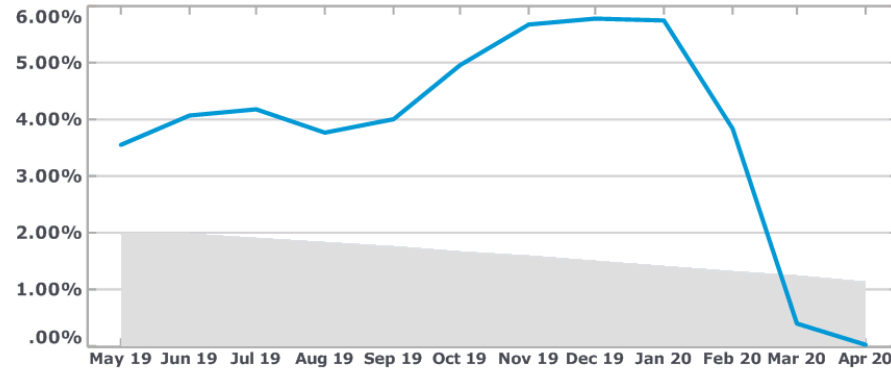
**Broken Hill City Council**  
Executive Summary



**Investment Holdings**

|               | Face Value (\$)      | Current Value (\$)   |
|---------------|----------------------|----------------------|
| Cash          | 6,767,914.77         | 6,767,914.77         |
| Managed Funds | 3,084,308.20         | 3,084,308.20         |
| Term Deposit  | 5,500,000.00         | 5,530,579.45         |
|               | <b>15,352,222.97</b> | <b>15,382,802.42</b> |

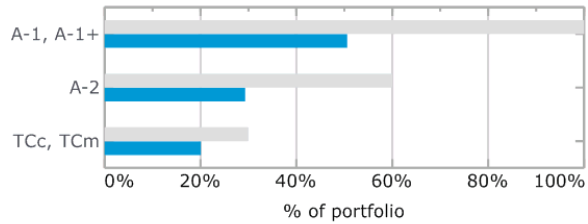
**Investment Performance**



AusBond BB Index Rolling 12 month Return Portfolio Rolling 12 month return

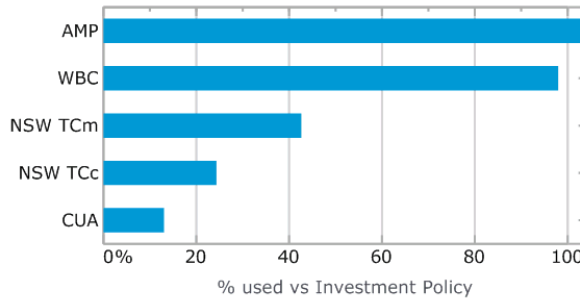
**Investment Policy Compliance**

**Total Credit Exposure**



Portfolio Exposure Investment Policy Limit

**Highest Individual Exposures**



% used vs Investment Policy

**Term to Maturities**

| Maturity Profile     | Face Value (\$)   | Policy Max |
|----------------------|-------------------|------------|
| Between 0 and 1 Year | 15,352,223        | 100% 100%  |
|                      | <b>15,352,223</b> |            |

**Broken Hill City Council**  
Investment Holdings Report



| Cash Accounts       |                |               |               |                     |          |            |  |
|---------------------|----------------|---------------|---------------|---------------------|----------|------------|--|
| Face Value (\$)     | Rate (%pa)     | Institution   | Credit Rating | Current Value (\$)  | Deal No. | Reference  |  |
| 394,146.23          | 0.0300%        | Westpac Group | A-1+          | 394,146.23          | 473409   | Cheque     |  |
| 6,373,768.54        | 1.4293%        | Westpac Group | A-1+          | 6,373,768.54        | 535442   | 90d Notice |  |
| <b>6,767,914.77</b> | <b>1.3478%</b> |               |               | <b>6,767,914.77</b> |          |            |  |

| Managed Funds       |                |                   |               |                         |                     |          |           |
|---------------------|----------------|-------------------|---------------|-------------------------|---------------------|----------|-----------|
| Face Value (\$)     | Monthly Return | Institution       | Credit Rating | Fund Name               | Current Value (\$)  | Deal No. | Reference |
| 1,121,207.08        | 0.2492%        | NSW T-Corp (Cash) | TCc           | Cash Fund               | 1,121,207.08        | 535329   |           |
| 1,963,101.12        | 1.7933%        | NSW T-Corp (MT)   | TCm           | Medium Term Growth Fund | 1,963,101.12        | 536441   |           |
| <b>3,084,308.20</b> |                |                   |               |                         | <b>3,084,308.20</b> |          |           |

| Term Deposits |                     |                |                         |               |                     |               |                     |          |                       |                  |           |
|---------------|---------------------|----------------|-------------------------|---------------|---------------------|---------------|---------------------|----------|-----------------------|------------------|-----------|
| Maturity Date | Face Value (\$)     | Rate (%pa)     | Institution             | Credit Rating | Purchase Price (\$) | Purchase Date | Current Value (\$)  | Deal No. | Accrued Interest (\$) | Coupon Frequency | Reference |
| 6-May-20      | 500,000.00          | 1.7500%        | AMP Bank                | A-2           | 500,000.00          | 6-Nov-19      | 504,243.15          | 538655   | 4,243.15              | At Maturity      |           |
| 20-May-20     | 500,000.00          | 1.6000%        | National Australia Bank | A-1+          | 500,000.00          | 8-Jan-20      | 502,498.63          | 539014   | 2,498.63              | At Maturity      |           |
| 27-May-20     | 500,000.00          | 1.8500%        | AMP Bank                | A-2           | 500,000.00          | 26-Feb-20     | 501,647.26          | 539488   | 1,647.26              | At Maturity      |           |
| 10-Jun-20     | 500,000.00          | 1.9000%        | AMP Bank                | A-2           | 500,000.00          | 4-Dec-19      | 503,878.08          | 538878   | 3,878.08              | At Maturity      |           |
| 15-Jul-20     | 500,000.00          | 1.6500%        | Credit Union Australia  | A-2           | 500,000.00          | 11-Dec-19     | 503,209.59          | 538901   | 3,209.59              | At Maturity      |           |
| 15-Jul-20     | 500,000.00          | 1.6000%        | Macquarie Bank          | A-1           | 500,000.00          | 11-Mar-20     | 501,117.81          | 539566   | 1,117.81              | At Maturity      |           |
| 5-Aug-20      | 500,000.00          | 2.0000%        | AMP Bank                | A-2           | 500,000.00          | 7-Aug-19      | 507,342.47          | 538375   | 7,342.47              | At Maturity      |           |
| 12-Aug-20     | 500,000.00          | 1.8000%        | AMP Bank                | A-2           | 500,000.00          | 12-Feb-20     | 501,947.95          | 539452   | 1,947.95              | At Maturity      |           |
| 19-Aug-20     | 500,000.00          | 1.9000%        | AMP Bank                | A-2           | 500,000.00          | 19-Feb-20     | 501,873.97          | 539467   | 1,873.97              | At Maturity      |           |
| 2-Sep-20      | 500,000.00          | 1.8500%        | AMP Bank                | A-2           | 500,000.00          | 4-Mar-20      | 501,469.86          | 539525   | 1,469.86              | At Maturity      |           |
| 2-Dec-20      | 500,000.00          | 1.7000%        | AMP Bank                | A-2           | 500,000.00          | 4-Mar-20      | 501,350.68          | 539526   | 1,350.68              | At Maturity      |           |
|               | <b>5,500,000.00</b> | <b>1.7818%</b> |                         |               | <b>5,500,000.00</b> |               | <b>5,530,579.45</b> |          | <b>30,579.45</b>      |                  |           |



**Broken Hill City Council**  
Accrued Interest Report - April 2020



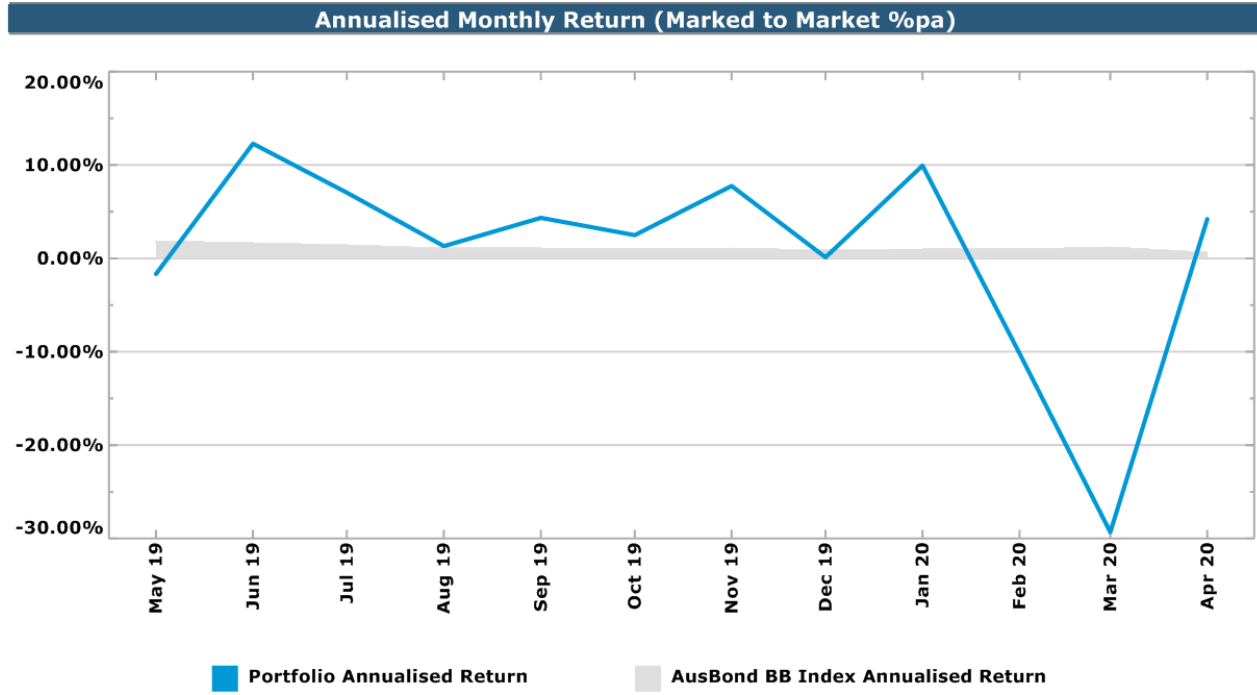
| <b>Accrued Interest Report</b> |                 |            |                        |                        |                      |                               |             |                              |                          |  |
|--------------------------------|-----------------|------------|------------------------|------------------------|----------------------|-------------------------------|-------------|------------------------------|--------------------------|--|
| <b>Investment</b>              | <b>Deal No.</b> | <b>Ref</b> | <b>Face Value (\$)</b> | <b>Settlement Date</b> | <b>Maturity Date</b> | <b>Interest Received (\$)</b> | <b>Days</b> | <b>Interest Accrued (\$)</b> | <b>Percentage Return</b> |  |
| <b><u>Cash</u></b>             |                 |            |                        |                        |                      |                               |             |                              |                          |  |
| Westpac Group                  | 473409          | Cheque     | 394,146.23             |                        |                      | 1.95                          | 30          | 1.95                         | .03%                     |  |
| Westpac Group                  | 535442          | 90d Notice | 6,373,768.54           |                        |                      | 7,478.98                      | 30          | 7,478.98                     | 1.43%                    |  |
| <b>Cash Total</b>              |                 |            |                        |                        |                      | <b>7,480.93</b>               |             | <b>7,480.93</b>              | <b>1.41%</b>             |  |
| <b><u>Managed Funds</u></b>    |                 |            |                        |                        |                      |                               |             |                              |                          |  |
| Cash Fund                      | 535329          |            | 1,121,207.08           | 29-May-17              |                      |                               | 30          | 4,652.41                     | 3.08%                    |  |
| Medium Term Growth Fund        | 536441          |            | 1,963,101.12           | 12-Feb-18              |                      |                               | 30          | 34,585.09                    | 24.14%                   |  |
| <b>Managed Funds Total</b>     |                 |            |                        |                        |                      |                               |             | <b>39,237.50</b>             | <b>13.32%</b>            |  |
| <b><u>Term Deposits</u></b>    |                 |            |                        |                        |                      |                               |             |                              |                          |  |
| National Australia Bank        | 538377          |            | 500,000.00             | 08-Aug-19              | 08-Apr-20            | 5,849.32                      | 7           | 167.81                       | 1.75%                    |  |
| AMP Bank                       | 538624          |            | 500,000.00             | 23-Oct-19              | 22-Apr-20            | 4,363.01                      | 21          | 503.42                       | 1.75%                    |  |
| AMP Bank                       | 538655          |            | 500,000.00             | 06-Nov-19              | 06-May-20            |                               | 30          | 719.18                       | 1.75%                    |  |
| National Australia Bank        | 539014          |            | 500,000.00             | 08-Jan-20              | 20-May-20            |                               | 30          | 657.53                       | 1.60%                    |  |
| AMP Bank                       | 539488          |            | 500,000.00             | 26-Feb-20              | 27-May-20            |                               | 30          | 760.27                       | 1.85%                    |  |
| AMP Bank                       | 538878          |            | 500,000.00             | 04-Dec-19              | 10-Jun-20            |                               | 30          | 780.82                       | 1.90%                    |  |
| Credit Union Australia         | 538901          |            | 500,000.00             | 11-Dec-19              | 15-Jul-20            |                               | 30          | 678.08                       | 1.65%                    |  |
| Macquarie Bank                 | 539566          |            | 500,000.00             | 11-Mar-20              | 15-Jul-20            |                               | 30          | 657.54                       | 1.60%                    |  |
| AMP Bank                       | 538375          |            | 500,000.00             | 07-Aug-19              | 05-Aug-20            |                               | 30          | 821.92                       | 2.00%                    |  |
| AMP Bank                       | 539452          |            | 500,000.00             | 12-Feb-20              | 12-Aug-20            |                               | 30          | 739.73                       | 1.80%                    |  |
| AMP Bank                       | 539467          |            | 500,000.00             | 19-Feb-20              | 19-Aug-20            |                               | 30          | 780.82                       | 1.90%                    |  |
| AMP Bank                       | 539525          |            | 500,000.00             | 04-Mar-20              | 02-Sep-20            |                               | 30          | 760.27                       | 1.85%                    |  |
| AMP Bank                       | 539526          |            | 500,000.00             | 04-Mar-20              | 02-Dec-20            |                               | 30          | 698.63                       | 1.70%                    |  |
| <b>Term Deposits Total</b>     |                 |            |                        |                        |                      | <b>10,212.33</b>              |             | <b>8,726.02</b>              | <b>1.78%</b>             |  |

**Broken Hill City Council**  
Accrued Interest Report - April 2020



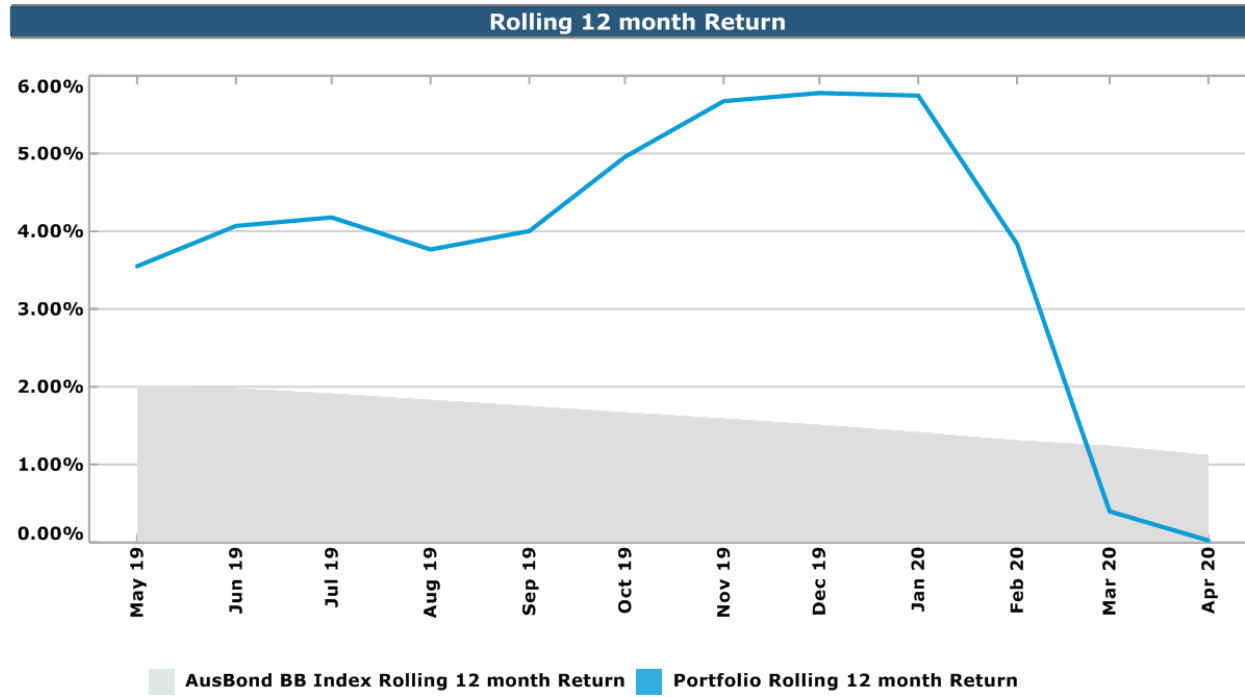
**Accrued Interest Report**

| Investment | Deal No. | Ref | Face Value (\$) | Settlement Date | Maturity Date | Interest Received (\$) | Days | Interest Accrued (\$) | Percentage Return |
|------------|----------|-----|-----------------|-----------------|---------------|------------------------|------|-----------------------|-------------------|
|            |          |     |                 |                 |               | 17,693.26              |      | 55,444.45             | 4.22%             |



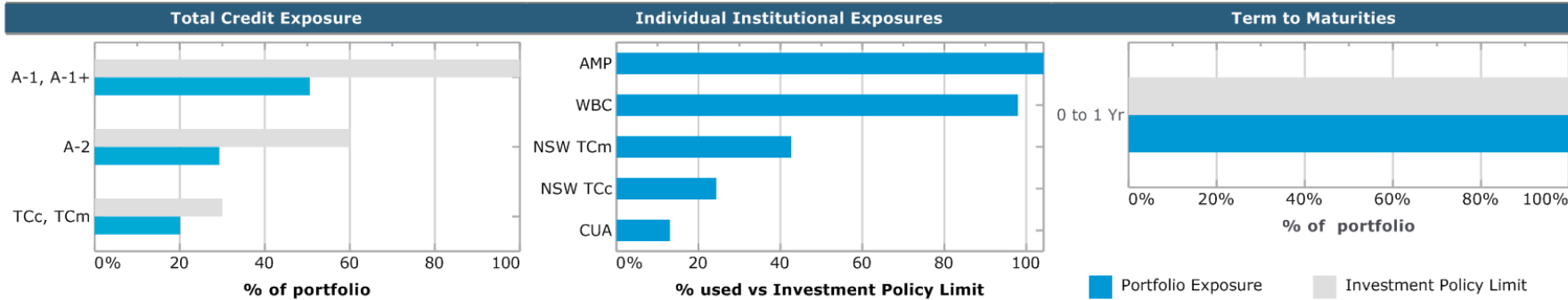
| Historical Performance Summary |           |                  |                |
|--------------------------------|-----------|------------------|----------------|
|                                | Portfolio | AusBond BB Index | Outperformance |
| Apr 2020                       | 4.22%     | 0.58%            | 3.64%          |
| Last 3 Months                  | -13.10%   | 0.90%            | -14.00%        |
| Last 6 Months                  | -4.00%    | 0.92%            | -4.92%         |
| Financial Year to Date         | -0.94%    | 0.99%            | -1.93%         |
| Last 12 months                 | 0.02%     | 1.12%            | -1.10%         |

**Broken Hill City Council**  
Investment Performance Report



| <b>Historical Performance Summary (actual)</b> |                  |                         |                       |
|--|------------------|-------------------------|-----------------------|
|  | <b>Portfolio</b> | <b>AusBond BB Index</b> | <b>Outperformance</b> |
| Apr 2020                                       | 0.34%            | 0.05%                   | 0.29%                 |
| Last 3 Months                                  | -3.40%           | 0.22%                   | -3.62%                |
| Last 6 Months                                  | -2.01%           | 0.46%                   | -2.47%                |
| Financial Year to Date                         | -0.78%           | 0.83%                   | -1.61%                |
| Last 12 months                                 | 0.02%            | 1.12%                   | -1.10%                |

**Broken Hill City Council**  
Investment Policy Compliance Report



|            | Credit Rating | Face Value (\$)   | Policy Max               |
|------------|---------------|-------------------|--------------------------|
| Short Term | A-1           | 500,000           |                          |
| Short Term | A-1+          | 7,267,915         |                          |
|            |               | <b>7,767,915</b>  | <b>51%</b> <b>100%</b> ✓ |
| Short Term | A-2           | 4,500,000         |                          |
|            |               | <b>4,500,000</b>  | <b>29%</b> <b>60%</b> ✓  |
| Short Term | TCc           | 1,121,207         |                          |
| Short Term | TCm           | 1,963,101         |                          |
|            |               | <b>3,084,308</b>  | <b>20%</b> <b>30%</b> ✓  |
|            |               | <b>15,352,223</b> | <b>100%</b>              |

✓ = compliant  
✗ = non-compliant

|                                     | % used vs Investment Policy Limit |
|-------------------------------------|-----------------------------------|
| AMP Bank (A-2, BBB+)                | 104% ✗                            |
| Westpac Group (A-1+, AA-)           | 98% ✓                             |
| NSW T-Corp (MT) (TCm)               | 43% ✓                             |
| NSW T-Corp (Cash) (TCc)             | 24% ✓                             |
| Credit Union Australia (A-2, BBB)   | 13% ✓                             |
| Macquarie Bank (A-1, A+)            | 8% ✓                              |
| National Australia Bank (A-1+, AA-) | 7% ✓                              |

|                      | Face Value (\$)   | Policy Max  |
|----------------------|-------------------|-------------|
| Between 0 and 1 Year | 15,352,223        | 100% 100% ✓ |
|                      | <b>15,352,223</b> |             |

| Detailed Maturity Profile         | Face Value (\$)   |
|-----------------------------------|-------------------|
| 00. Cash + Managed Funds          | 9,852,223 64%     |
| 01. Less Than 30 Days             | 1,500,000 10%     |
| 02. Between 30 Days and 60 Days   | 500,000 3%        |
| 03. Between 60 Days and 90 Days   | 1,000,000 7%      |
| 04. Between 90 Days and 180 Days  | 2,000,000 13%     |
| 05. Between 180 Days and 365 Days | 500,000 3%        |
|                                   | <b>15,352,223</b> |

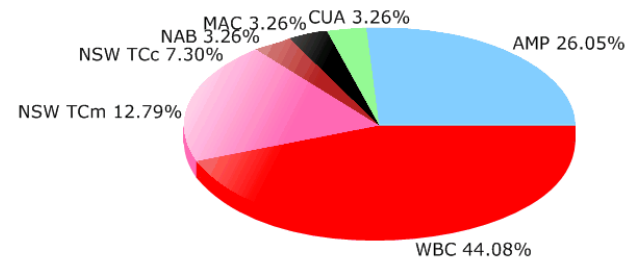
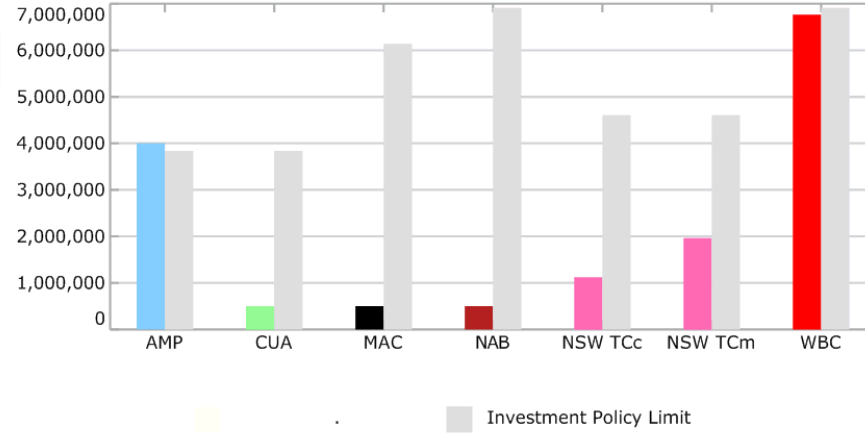


**Broken Hill City Council**  
Individual Institutional Exposures Report



**Individual Institutional Exposures** **Individual Institutional Exposure Charts**

| Parent Group            | Credit Rating | Portfolio Exposure (\$) | Investment Policy Limit (\$) |
|-------------------------|---------------|-------------------------|------------------------------|
| AMP Bank                | A-2, BBB+     | 4,000,000               | 3,838,056                    |
| Credit Union Australia  | A-2, BBB      | 500,000                 | 3,838,056                    |
| Macquarie Bank          | A-1, A+       | 500,000                 | 6,140,889                    |
| National Australia Bank | A-1+, AA-     | 500,000                 | 6,908,500                    |
| NSW T-Corp (Cash)       | TCc           | 1,121,207               | 4,605,667                    |
| NSW T-Corp (MT)         | TCm           | 1,963,101               | 4,605,667                    |
| Westpac Group           | A-1+, AA-     | 6,767,915               | 6,908,500                    |
|                         |               | <b>15,352,223</b>       |                              |



## Broken Hill City Council

### Cash Flows Report



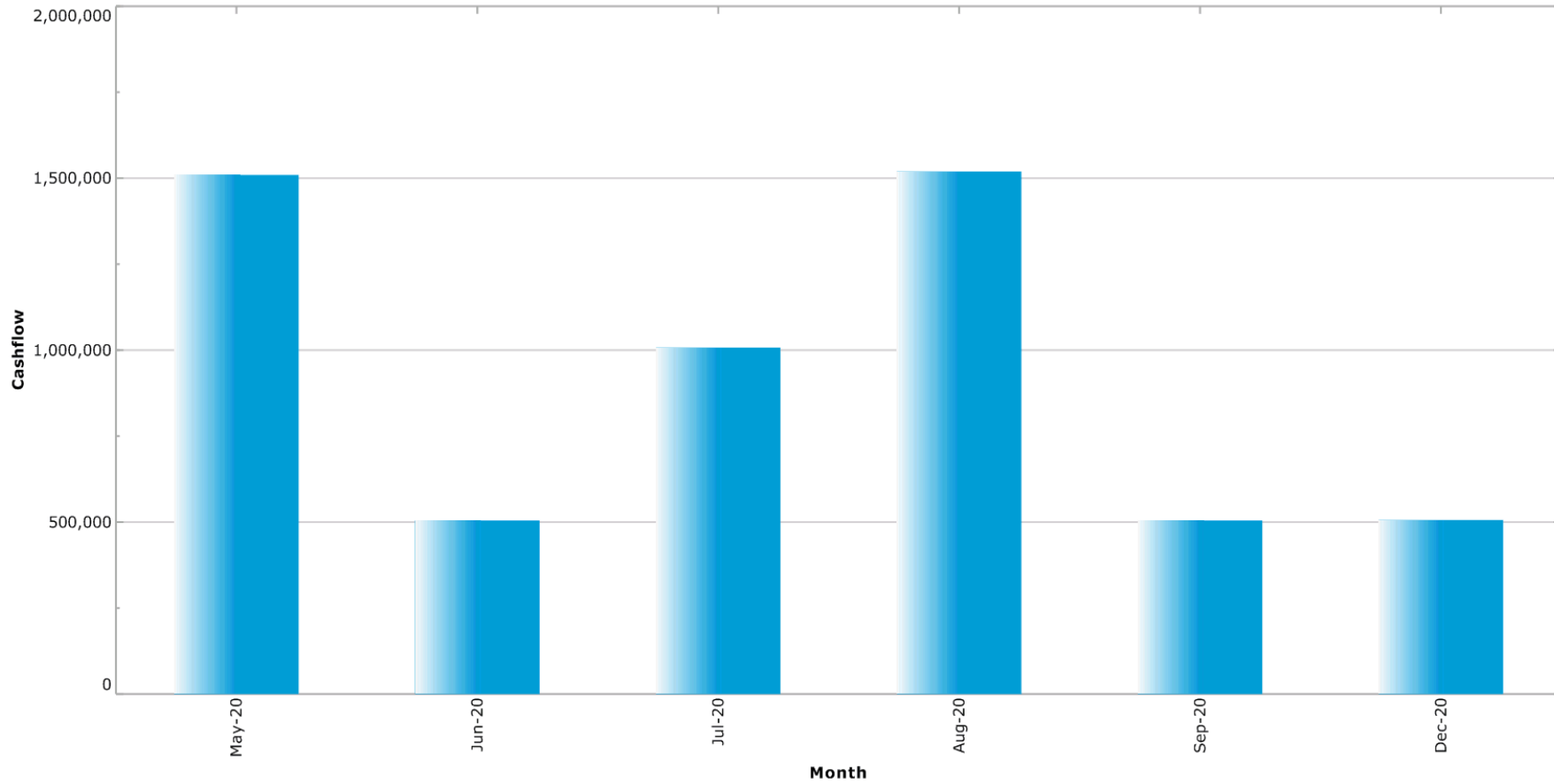
#### Current Month Cashflows

| <u>Transaction Date</u>             | <u>Deal No.</u> | <u>Cashflow Counterparty</u> | <u>Asset Type</u> | <u>Cashflow Description</u>    | <u>Cashflow Received</u> |
|-------------------------------------|-----------------|------------------------------|-------------------|--------------------------------|--------------------------|
| 8-Apr-20                            | 538377          | National Australia Bank      | Term Deposits     | Maturity Face Value - Received | 500,000.00               |
|                                     |                 | National Australia Bank      | Term Deposits     | Interest - Received            | 5,849.32                 |
| <u>Deal Total</u>                   |                 |                              |                   |                                | <u>505,849.32</u>        |
| <b>Day Total</b>                    |                 |                              |                   |                                | <b>505,849.32</b>        |
| 22-Apr-20                           | 538624          | AMP Bank                     | Term Deposits     | Maturity Face Value - Received | 500,000.00               |
|                                     |                 | AMP Bank                     | Term Deposits     | Interest - Received            | 4,363.01                 |
| <u>Deal Total</u>                   |                 |                              |                   |                                | <u>504,363.01</u>        |
| <b>Day Total</b>                    |                 |                              |                   |                                | <b>504,363.01</b>        |
| <b>Net Cash Movement for Period</b> |                 |                              |                   |                                | <b>1,010,212.33</b>      |

#### Next Month Cashflows

| <u>Transaction Date</u>             | <u>Deal No.</u> | <u>Cashflow Counterparty</u> | <u>Asset Type</u> | <u>Cashflow Description</u>    | <u>Cashflow Due</u> |
|-------------------------------------|-----------------|------------------------------|-------------------|--------------------------------|---------------------|
| 6-May-20                            | 538655          | AMP Bank                     | Term Deposit      | Maturity Face Value - Received | 500,000.00          |
|                                     |                 | AMP Bank                     | Term Deposit      | Interest - Received            | 4,363.01            |
| <u>Deal Total</u>                   |                 |                              |                   |                                | <u>504,363.01</u>   |
| <b>Day Total</b>                    |                 |                              |                   |                                | <b>504,363.01</b>   |
| 20-May-20                           | 539014          | National Australia Bank      | Term Deposit      | Maturity Face Value - Received | 500,000.00          |
|                                     |                 | National Australia Bank      | Term Deposit      | Interest - Received            | 2,915.07            |
| <u>Deal Total</u>                   |                 |                              |                   |                                | <u>502,915.07</u>   |
| <b>Day Total</b>                    |                 |                              |                   |                                | <b>502,915.07</b>   |
| 27-May-20                           | 539488          | AMP Bank                     | Term Deposit      | Maturity Face Value - Received | 500,000.00          |
|                                     |                 | AMP Bank                     | Term Deposit      | Interest - Received            | 2,306.16            |
| <u>Deal Total</u>                   |                 |                              |                   |                                | <u>502,306.16</u>   |
| <b>Day Total</b>                    |                 |                              |                   |                                | <b>502,306.16</b>   |
| <b>Net Cash Movement for Period</b> |                 |                              |                   |                                | <b>1,509,584.25</b> |

**Broken Hill City Council**  
Cash Flows Report



ORDINARY MEETING OF THE COUNCIL

April 21, 2020

**ITEM 10**

BROKEN HILL CITY COUNCIL REPORT NO. 67/20

SUBJECT:                      CHILDREN'S SPORT AND ACTIVITY VOUCHERS                      18/44

**Recommendation**

1. That Broken Hill City Council Report No. 67/20 dated April 21, 2020, be received.
2. That Council notes the progress report and completion of the Broken Hill Children's Sport and Activity Voucher pilot program

**Executive Summary:**

The Council initiated Children's Sport and Activity Voucher was 90% subscribed by families in Broken Hill. Local sports and leisure activity providers claimed 27% of those available vouchers in a process which was simple and easy for families to use.

The impact of the COVID-19 pandemic and its effect on the suspension of sporting and leisure activities has impacted the Children's Sport and Activity Voucher programme.

Restrictions on gatherings which were incrementally tightened during March 2020 across Australia resulted in the closure of all organised sport in the community and the closure of pools and all leisure activities held indoors and outdoors. These restrictions are not expected to be lifted prior to the end of the financial year which is the end of the pilot period for this program.

This second progress report on the programme meets the resolution of the March 2019 Council meeting: *'That Council monitors how many children have taken up a sporting activity due to the availability of Council's Sports Vouchers; and two progress reports be provided to Council on the success of the program.'*

**Report:**

At the October 2018 Ordinary Council meeting, Council resolved:

**RESOLUTION**

Minute No. 45937

- |   |   |
|---|---|
| Councillor T. Kennedy moved                      )<br>Councillor B. Licul seconded                      ) | <ol style="list-style-type: none"> <li>1. That the Our Community Key Direction Working Group workshop the concept of introducing a sport subsidy program for school-aged children in Broken Hill who participate in organised sport (such as YMCA programs, netball, soccer, football, swimming, golf, cricket etc.)</li> <li>2. That a report on the matter be presented to a future Council Meeting.</li> </ol> |
|---|---|

CARRIED

The resolution above resulted in a report to Council outlining options identified by the Our Community Key Direction Working group. This report was presented to Council at its March 2019 Ordinary Meeting and a format for the voucher program endorsed.

**ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 31/19 - DATED DECEMBER 19, 2018 - DRAFT PILOT PROGRAM - BROKEN HILL CHILDREN'S SPORTS VOUCHER** 18/44

**RESOLUTION**

Minute No. 46035

- |                              |   |   |
|------------------------------|---|---|
| Councillor T. Kennedy moved  | ) | 1. That Broken Hill City Council Report No. 31/19 dated December 19, 2018, be received.   |
| Councillor B. Licul seconded | ) | 2. That Council implements the Sports Voucher Pilot Program for 2019/2020 with an annual limit of \$25.00 per voucher per student.  |
|                              |   | 3. That Council monitors how many children have taken up a sporting activity due to the availability of Council's Sports Vouchers; and two progress reports be provided to Council on the success of the program. |

CARRIED

The Children's Sport and Activity Voucher Pilot Program was launched on July 1, 2019. From that date the Open Form was available on the Council's website for parents and adolescents to use to claim their voucher and social media campaign was launched. The voucher entitled each applicant to a \$25 reduction in fees.

In July 2019 a report was provided to Council identifying the outcomes from the launch of the program. Council received that report and noted the progress of the Children's Sport and Activity Voucher programme.

In the period from 1 July 2019 to April 21, 2020 applications for 470 vouchers were received from a total available of 520. There has been a steady rate of applications across the 9-month period, reflecting the start of sporting seasons, competitions and lessons. The voucher scheme was warmly received by several community members who phoned to thank Council for this initiative.

Reimbursements to sporting bodies to 21<sup>st</sup> April 2020 totalled \$3,500. 140 vouchers were presented by 10 organisations. Sports that provided invoices for payment include:

| Sport                                   | No. of Vouchers |
|---|-----------------|
| Soccer Clubs                            | 27              |
| Netball Association                     | 3               |
| Basketball Association                  | 14              |
| Swimming Clubs and Learn to Swim (YMCA) | 30              |

|           |    |
|-----------|----|
| Dance     | 10 |
| Scouts    | 8  |
| AFL Clubs | 8  |

In September 2019 David Cushway, Director of the **Active Kids** program for the NSW Office of Sport met with Council staff to discuss the lower than expected engagement statistics experienced in Broken Hill. This low level of engagement was anecdotally expressed as:

- Possible limited digital access to make a Service NSW profile
- Perceived difficulty in completing the form online
- Parental inexperience of the scheme
- Wariness by sporting bodies to create a Service NSW profile
- Sporting bodies not having enough human resources to take part in the scheme
- Sporting bodies not able to meet the criteria to list which includes having an ABN, WWC checks and the ability to acquit the vouchers.

In 2018, of an eligible population of 2667 in the target age range for the State initiated **Active Kids** programme, 43.3% of that cohort created **Active Kids** vouchers and 31.1% redeemed them. The redeemed vouchers injected \$82,943 into local sports through this scheme of an approximate total of \$266,700 available.

In 2019, of an eligible population of 2667 in the target age range for the State initiated **Active Kids** programme, 61.2% of all eligible vouchers were created and 44.2% redeemed them. The financial injection into local sporting and recreational bodies was \$117,881 of a possible \$266,700.

Council's approach to the Children's Sport and Activity Voucher differed from that of the State Government funded **Active Kids** program in that sporting groups and other leisure activities did not have to formally register to take part in the program. Parents and carers easily completed the required forms on their telephones and could keep the evidence required to take to their provider.

Due to the restrictions on gatherings in place across Australia due to Covid- 19 there will be no junior sport or leisure activities expected to take place for the remainder of this financial year.

### **Community Engagement:**

A wide variety of sporting and leisure groups, clubs and sports were contacted by telephone and email to prepare them for the launch of the Children's Sport and Activity Voucher programme and to take any questions prior to the launch.

Prior to launch, the YSSI (Youth Schools Support Interagency) members were alerted to the opportunity that the program presented to students, families and local sports and the YMCA Young Leaders were informed through their formal meeting process.

The Open Form was available on the Broken Hill City Council website from July 1, 2019 to 30 April 2020.

**Strategic Direction:**

|                |  |   |
|----------------|--|---|
| Key Direction: |  | Our Community   |
| Objective:     |  | 1.4 Our built environment supports our quality of life  |
| Strategy:      |  | 1.4.3. Develop Council assets to promote outdoor recreation, exercise and mobility for families |

**Relevant Legislation:**

*Local Government Act 1993,  
Local Government (General) Regulation 2005*

**Financial Implications:**

From a total amount of \$13,000 available, the equivalent of \$11,700 was applied for by families and carers and \$3,510 was reimbursed to the community to 21<sup>st</sup> April 2020.

**Attachments**

There are no attachments for this report.

RAZIJA NU'MAN  
DIRECTOR CORPORATE

JAMES RONCON  
GENERAL MANAGER



ORDINARY MEETING OF THE COUNCIL

May 13, 2020

**ITEM 11**

BROKEN HILL CITY COUNCIL REPORT NO. 68/20

SUBJECT: MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 402 HELD TUESDAY, 5 MAY 2020 11/397

**Recommendation**

1. That Broken Hill City Council Report No. 68/20 dated May 13, 2020, be received.
2. That the minutes for the Local Traffic Committee Meeting No.402 held Tuesday, 5 May 2020 be received.

**Executive Summary:**

Under Guidelines published in March 2009 by the Roads and Traffic Authority (now known as the Roads and Maritime Services), entitled ‘A guide to the delegation to councils for the regulation of traffic states:

“The Local Traffic Committee (LTC) has no decision-making powers and is primarily a technical review committee. It only advises the Council on matters for which the Council has delegated authority, being certain prescribed traffic control devices and traffic control facilities.

The Council must refer all traffic related matters to the LTC prior to exercising its delegated functions. Matters related to State Roads or functions that have not been delegated to the elected Council must be referred directly to Roads and Maritime Services or relevant organisation. Such matters must not be referred to the LTC.

Council is not bound by the advice given by its LTC. However, if Council does wish to act contrary to the unanimous advice of the LTC or when the advice is not unanimous, it must notify Roads and Maritime Services and the NSW Police and wait 14 days before proceeding.”

**Report:**

This report is to provide Council with the minutes and action list of the Local Traffic Committee meeting held Tuesday, 5 May 2020 which details recommendations to Council for consideration and adoption.

**Community Engagement:**

**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. [↓](#) Minutes - Local Traffic Committee - Meeting No 402, 5 May 2020

JAY NANKIVELL  
CHIEF FINANCIAL OFFICER

JAMES RONCON  
GENERAL MANAGER



402.6 Correspondence In

| Item No.                | EDRMS No. | Details  |
|-------------------------|-----------|--|
| 402.6.1                 | D20/16527 | Review of Angle Parking 401 - 403 Mica Street - Dario Licul  |
| <b>Discussion Notes</b> |           | <p>Request to have angle parking continued along the street until 407 Mica Street.</p> <p>Long standing issue, confusion around what the original reasoning is behind requesting these parking changes.</p> <p>Discussion around what predominate parking arrangement is along Mica Street which is parallel however there is no line marking.</p> <p>The original request was to change parking to angle parking, then LTC received a confidential letter regarding parking in front of 399 Mica Street, then the angle parking was reverted back to parallel. Dario is now going back to the original request wanting the angle parking to 407 Mica Street.</p> <p>Letter received last meeting was in relation the funeral home and lack of sufficient parking especially when there is a funeral.</p> <p>No clear reasoning on why the parking should be changed to angle parking, the only need for additional parking is when there is a funeral or when there is a busy night at the pub.</p> <p>If there is not a sufficient reason, the parking arrangements should be the same regardless of what is across the road or around the corner, those sorts of things should have been dealt with in the Development Application process. Parking should conform with the rest of the parking in the street.</p> <p>Doesn't make sense to have angle parking that far along, no clear reason or need for the parking to change.</p> <p>Instead of LTC doing the investigation, request Dario to provide more evidence.</p> <p>This is a personal request, no valid reason, that should be the end. Parking reverted to common parking arrangements along that section of the road. Sets a precedence.</p> |
| <b>Recommendation</b>   |           | All in favour – reply to say LTC cannot see any justification in changing the current parking arrangements, parking to remain parallel.  |
| 402.6.2                 | D20/7610  | Resident complaint regarding motorbikes on footpath area adjacent 1 Wentworth Road - Paul Murray   |
| <b>Discussion Notes</b> |           | <p>This is randomised and can't set a clock to it. The way he is asking the barriers to be installed will not resolve the issue, motorbike riders will just ride around the barrier.</p> <p>Yvette Smith, NSW Police – Police can patrol issue however may not see anything as they have not provided specific days and times. Even if they do see a rider, Police are not allowed to pursue them.</p> <p>Police do have bikes that can be used to handle this sort of patrols. Yvette will organise bikes and patrol.</p>   |

|                         |           |  |
|-------------------------|-----------|--|
| <b>Recommendation</b>   |           | All in favour of a response stating bollards are not going to resolve the issue – contact Inspector Yvette Smith at the Police Station for further assistance.   |
| <b>402.6.3</b>          | DA2020/41 | Construction of Aldi Supermarket – 1 Galena Street   |
| <b>Discussion Notes</b> |           | Not everyone received email and attachments.   |
| <b>Recommendation</b>   |           | Committee to review and provide feedback via email by COB Friday, 8 May 2020.<br><br>Separate meeting to be held Tuesday, 12 May at 10am.<br><br>Recommendations will be submitted directly as a response to Council's Development, Planning and Compliance Team by submission closure date. |

#### 402.7 Correspondence Out

| Item No. | EDRMS No. | Details   |
|----------|-----------|---|
| 402.7.1  | D20/15750 | 93 Wolfram Street – Denis Pridham                           |
| 402.7.2  | D20/15749 | 234 Eyre Street - Parking Concerns – Preston                |
| 402.7.3  | D20/15748 | Review of Angle Parking 401 - 403 Mica Street - Dario Licul |

#### 402.8 General Business

There were some general items raised and discussed that are not relevant to the Local Traffic Committee. These items were noted by the Chairperson, Raji Navis and will be actioned through Council's system (standard process) where applicable.

| Item No.                | EDRMS No. | Details  |
|-------------------------|-----------|--|
| 402.8.                  |           | Road works status – Peter Bevan  |
| <b>Discussion Notes</b> |           | Peter Bevan raised concerns regarding Z-Bend near ABC (Argent Street) and mentioned a power pole has been removed for the corner directly across from the ABC to be cut in, so the trucks don't have to cross centre lines when turning the corner. David Vant, RMS to follow up on the status. No further action required by LTC.<br><br>He also enquired about Shoves in Argent Street (17 holes) for which he thought the works would have been completed by June 2020. This is not a traffic matter for LTC. Raji Navis will review the Council's program and will update in the next meeting. |
| <b>Recommendation</b>   |           | N/A  |

402.9 Action Item List

|                            |  |
|----------------------------|--|
| <b>Item No.</b>            | 397.6.1  |
| <b>EDRMS No.</b>           | D19/43779  |
| <b>CRM No.</b>             |  |
| <b>Responsible Officer</b> | Council's Chief Operations Officer, Anthony Misagh |
| <b>Current Status</b>      | Pending  |
| <b>Date</b>                | <b>Item Details</b>                                |

|              |  |
|--------------|--|
| October 2019 | Angle parking at taxi rank outside the Theatre Royal Hotel – Point to Point Transport Commission |
|--------------|--|

|             |                                   |
|-------------|-----------------------------------|
| <b>Date</b> | <b>Committee Recommendation/s</b> |
|-------------|-----------------------------------|

|                    |                        |
|--------------------|------------------------|
| <b>Action Date</b> | <b>Running Actions</b> |
|--------------------|------------------------|

|              |  |
|--------------|--|
| October 2019 | <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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 wheel, speak to either of the above Council's.</p> |
|--------------|--|

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?

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.<br>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.

April 2020 Signs have been installed – item to stay open until next Local Traffic Meeting on Tuesday, 5 May 2020 for review. Council, Raji to follow up with Theatre Royal Hotel and Taxi companies.

May 2020 Chairperson, Raji to follow up and provide an update at June meeting.

|                            |   |
|----------------------------|---|
| <b>Item No.</b>            | <b>401.6.1</b>  |
| <b>EDRMS No.</b>           | D20/11773   |
| <b>CRM No.</b>             |   |
| <b>Responsible Officer</b> | Council's Interim Group Manager Strategic Assets & Infrastructure, Raji Navis   |
| <b>Current Status</b>      | Chairperson, Raji to follow up with LiveBetter and clarify exactly what they are requesting and report back to the Committee. |

| Date | Item Details |
|------|--------------|
|------|--------------|

April 2020 475 Argent Street – Request to change parking zone – LiveBetter

| Date | Committee Recommendation/s |
|------|----------------------------|
|------|----------------------------|

| Action Date | Running Actions |
|-------------|-----------------|
|-------------|-----------------|

April 2020 Discussion around this matter being raised a few years ago through Traffic and a determination already being made however nothing was ever implemented. Nothing about previous request could be found in the system with reference to changes in Argent Street.

LiveBetter are requesting a disabled parking zone, if installed buses will be unable to park in the disabled zone. Alternatively, if a timed bus zone is installed then disabled parking will not be allowed in the bus zone. There cannot be a 'dual purpose'.

If disabled parking is installed it will need to be built to Australia Standards which will include widening the area, lay backs in the kerb and signage. Conversation around costs which is to be handled by Council.

If timed restricted parking is installed it does not limit the parking to LiveBetter and therefore anyone can park there.

Buses need to park out front in the morning shift and the afternoon shift. Overnight they are parked in the shed via the back lane. The buses used are an 8-seater bus and two 23-seater buses.

Concerns that LiveBetter have requested a disabled parking zone but do not understand the implications i.e. buses not being able to park in this area.

Do LiveBetter have the required permit for the bus to park in a disabled zone?

Possible options:

- Exemption parking permit;
- Disabled parking;
- Bus parking;
- Leave as is.

May 2020 Chairperson, Raji Navis contacted LiveBetter who advised they are happy to have a bus zone installed with appropriate signage. Bus zone to operate between 8am and 4pm.

If the committee are happy, two signs can be changed to make a bus zone. All in favour.

Chairperson, Raji Navis and Councillor Marion Brown met with Julie Paull from LiveBetter on Friday, 15 May 2020 to discuss outcome as Julie had some concerns. After providing clarification Julie has decided that she would prefer things were left the same and no changes were made.

**Next Meeting Date** – Tuesday, 2 June 2020 (2pm to 3.30pm).

**402.11 Meeting Closed** – 2.40pm

## ORDINARY MEETING OF THE COUNCIL

May 8, 2020

**ITEM 12**BROKEN HILL CITY COUNCIL REPORT NO. 69/20SUBJECT:                    ACTION LIST REPORT11/21**Recommendation**

1. That Broken Hill City Council Report No. 69/20 dated May 8, 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 and Extraordinary Council Meetings; are for information only and will be provided to Council on a monthly basis.

Discussions have been held with staff regarding the long outstanding items on the Action List, most of which are leasing/licencing matters. Staff will be working to finalise these items as a priority and/or request Council to rescind resolutions where circumstances have changed.

**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. [↓](#) Action List Report

JAMES RONCON  
GENERAL MANAGER

|                             |  |  |
|-----------------------------|--|--|
| Overdue<br>For Action       | <b>Division:</b><br><b>Committee:</b> Ordinary Council<br><b>Officer:</b><br><b>Further Report Required:</b> Including Further Reports | <b>Date From:</b> 1/04/2018<br><b>Date To:</b> 1/05/2020 |
| <b>Action Sheets Report</b> |  | <b>Printed: Friday, 8 May 2020<br/>2:28:04 PM</b>        |

| Meeting  | Officer/Director                         | Section | Subject  |
|--|--|---------|--|
| Ordinary Council<br>26/04/2018   | VanDerBerg,<br>Francois<br>Roncon, James | Reports | COMPULSORY ACQUISITION OF WARNOCK GOSSAN STREET ROAD RESERVE |
| <b>Resolved:</b>   |  |         |  |
| <ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 59/18 dated April 6, 2018, be received.</li> <li>That Council make an application to the Minister and Governor for approval to acquire the sections of Warnock and Gossan Street traversing Crown Land in Lot 7469 in Deposited Plan 1182254, under Section 177 of the <i>Roads Act 1993</i> and Section 186 of the <i>Local Government Act 1993</i>.</li> <li>That the acquisition be undertaken in accordance with the requirements of the <i>Land Acquisition (Just Terms Compensation) Act 1991</i>.</li> <li>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 <i>Roads Act 1993</i>.</li> </ol>  |  |         |  |
| <p>16 May 2018 - 9:45 AM - Leisa Bartlett<br/>In progress.</p> <p>15 Aug 2018 - 3:32 PM - Leisa Bartlett<br/>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.</p> <p>11 Sep 2018 - 4:40 PM - Leisa Bartlett<br/>No change, still awaiting advice from OLG.</p> <p>9 Oct 2018 - 5:08 PM - Leisa Bartlett<br/>Awaiting OLG advice</p> <p>13 Nov 2018 - 9:26 AM - Leisa Bartlett<br/>Still awaiting OLG advice due to Native Title.</p> <p>6 Feb 2019 - 1:51 PM - Leisa Bartlett<br/>In discussions with Crown Lands regarding Native Title.</p> <p>7 Mar 2019 - 1:55 PM - Leisa Bartlett<br/>No change, still awaiting response from Crown Lands.</p> <p>15 May 2019 - 10:41 AM - Georgina Falkner<br/>Crown Lands have advised they have no objection to receiving Proposed Acquisition Notices. Investigating budget and Native Title prior to making application to OLG.</p> <p>14 Jun 2019 - 3:27 PM - Leisa Bartlett<br/>no change in status</p> <p>4 Jul 2019 - 1:51 PM - Leisa Bartlett<br/>no change in status</p> <p>20 Aug 2019 - 3:39 PM - Anthony Misagh<br/>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.</p> <p>17 Oct 2019 - 9:54 AM - Leisa Bartlett<br/>Discussions being held with month with the Department of Crown Lands.</p> <p>14 Nov 2019 - 4:35 PM - Leisa Bartlett<br/>Seeking legal advice from Council's Solicitors</p> <p>12 Feb 2020 - 12:12 PM - Leisa Bartlett<br/>Legal advice received. Matter in progress.</p> <p>7 Apr 2020 - 10:14 AM - Leisa Bartlett<br/>11/03/2020 - Matter still in progress.</p> <p>8 Apr 2020 - 11:16 AM - Leisa Bartlett<br/>In progress.</p> <p>8 May 2020 - 11:58 AM - Leisa Bartlett<br/>Still in progress.</p> |  |         |  |

| Meeting  | Officer/Director                         | Section              | Subject  |
|--|--|----------------------|--|
| Ordinary Council<br>31/10/2018   | VanDerBerg,<br>Francois<br>Roncon, James | Confidential Matters | SALE OF PROPERTY - LOT 2 IN DEPOSITED PLAN 1067380 |
| <p><b>RESOLUTION</b></p> <p>Minute No. 45947</p> <p>Councillor M. Browne moved )</p> <p>Councillor C. Adams seconded )</p>   |  |                      |  |
| <ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 184/18 dated September 28, 2018, be received.</li> <li>That Council negotiate a new lease (with CPI increase) with the West Darling Machinery</li> </ol> |  |                      |  |

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| Overdue<br>For Action | <b>Division:</b><br><b>Committee:</b> Ordinary Council<br><b>Officer:</b><br><b>Further Report Required:</b> Including Further Reports | <b>Date From:</b> 1/04/2018<br><b>Date To:</b> 1/05/2020<br><b>Printed:</b> Friday, 8 May 2020<br><b>2:28:04 PM</b> |
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| <p>16 Nov 2018 - 2:13 PM - Leisa Bartlett<br/>New lease being discussed with tenant.<br/>7 Mar 2019 - 2:55 PM - Leisa Bartlett<br/>in progress<br/>17 May 2019 - 3:31 PM - Leisa Bartlett<br/>Draft lease being prepared.<br/>14 Jun 2019 - 3:20 PM - Leisa Bartlett<br/>Solicitor preparing draft lease, meeting being held with West Darling Machinery Preservation Society on 20 June to update them and discuss matter to finalise lease.<br/>4 Jul 2019 - 1:51 PM - Leisa Bartlett<br/>Solicitor finalising draft lease<br/>20 Aug 2019 - 3:42 PM - Anthony Misagh<br/>In progress with Solicitors<br/>13 Sep 2019 - 12:00 PM - Leisa Bartlett<br/>Agreed changes made to lease which is with the West Darling Machinery Preservation Society to review.<br/>17 Oct 2019 - 9:55 AM - Leisa Bartlett<br/>The lease documents are still with the West Darling Machinery Preservation Society to review and sign.<br/>14 Nov 2019 - 4:36 PM - Leisa Bartlett<br/>no change in status<br/>12 Feb 2020 - 12:12 PM - Leisa Bartlett<br/>Lease still with West Darling Machinery Preservation Society for signing.<br/>7 Apr 2020 - 10:15 AM - Leisa Bartlett<br/>11/03/2020 - Awaiting signed lease from West Darling Machinery Preservation Society<br/>8 Apr 2020 - 11:17 AM - Leisa Bartlett<br/>Correction to last status - the lease was with Council's Solicitors for final amendments to be made. Council's Solicitors have now mailed the updated lease to be signed by both parties.<br/>8 May 2020 - 12:01 PM - Leisa Bartlett<br/><b>Final lease was posted to Society at end of April for signature.</b></p> | <p>Preservation Society for use of 479 Crystal Street<br/>(Lot 2 in Deposited Plan 1067380)</p> <p>3. That the Mayor and General Manager be authorised to execute lease documents under the Common Seal of Council.</p> <p style="text-align: right;">CARRIED</p> |
|---|---|

| Meeting  | Officer/Director                    | Section              | Subject  |
|--|-------------------------------------|----------------------|--|
| Ordinary Council<br>29/05/2019   | Misagh,<br>Anthony<br>Roncon, James | Confidential Matters | FAR WEST HACC TRANSFER OF NORTH MINE HALL LEASE TO LIVEBETTER SERVICES |
| <b>Resolved</b>  |                                     |                      |  |
| <p>1. That Broken Hill City Council Report No. 77/19 dated December 17, 2018, be received.</p> <p>2. 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.</p> <p>3. That the terms and conditions of the current lease agreement remain the same, including the rent of \$1 per year.</p> <p>4. That Livebetter Services Limited are responsible for any legal fees incurred by Council.</p> <p>5. That the Mayor and General Manager be authorised to sign the transfer of lease documents under the Common Seal of Council.</p> <p>12 Jun 2019 - 10:52 AM - Georgina Falkner<br/>Transfer documents being finalised<br/>4 Jul 2019 - 1:54 PM - Leisa Bartlett<br/>Transfer documents with Livebetter for execution.<br/>20 Aug 2019 - 3:14 PM - Anthony Misagh<br/>No update<br/>10 Sep 2019 - 10:44 AM - Georgina Falkner<br/>Still awaiting signed documents from Livebetter, have followed up on progress.<br/>17 Oct 2019 - 9:57 AM - Leisa Bartlett<br/>Contact will be made again with Livebetter seeking the return of signed documents.<br/>14 Nov 2019 - 4:00 PM - Leisa Bartlett</p> |                                     |                      |  |

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| Overdue<br>For Action       | <b>Division:</b><br><b>Committee:</b> Ordinary Council<br><b>Officer:</b><br><b>Further Report Required:</b> Including Further Reports | <b>Date From:</b> 1/04/2018<br><b>Date To:</b> 1/05/2020 |
| <b>Action Sheets Report</b> |  | <b>Printed: Friday, 8 May 2020<br/>2:28:04 PM</b>        |

No change in status  
 12 Feb 2020 - 12:13 PM - Leisa Bartlett  
 Lease still with Livebetter for signature.  
 8 Apr 2020 - 11:18 AM - Leisa Bartlett  
 Have followed up with LiveBetter as Council is still awaiting a signed copy of the lease.  
 8 May 2020 - 12:02 PM - Leisa Bartlett  
**Transfer document still with Livebetter for signature.**

| Meeting  | Officer/Director                    | Section        | Subject  |
|--|-------------------------------------|----------------|--|
| Ordinary Council<br>31/07/2019   | Misagh,<br>Anthony<br>Roncon, James | Mayoral Minute | Landcare Broken Hill Partnership proposal to Broken Hill City Council  |
| <b>RESOLUTION</b>  |                                     |                |  |
| Minute No. 46024   |                                     |                |  |
| Councillor D. Turley moved   |                                     | )              | 1. That Mayoral Minute No. 3/19 dated July 24, 2019, be received.  |
| Councillor M. Browne seconded  |                                     | )              | 2. That Broken Hill City Council enters into a partnership with Landcare Broken Hill for the Greening the Hill Mk.2 community wide initiative.             |
|  |                                     |                | 3. That any funding requests be considered on their merits, through the quarterly budget review process.   |
|  |                                     |                | 4. That Council not only enters into a partnership agreement with Landcare, but also implements a number of the assessment items identified in the report. |
| <b>CARRIED UNANIMOUSLY</b>   |                                     |                |  |
| <p>20 Aug 2019 - 3:33 PM - Anthony Misagh<br/>                     Finalising a delivery program, next committee meeting (end of August) a point of contact will be identified and achievable timelines will be established.</p> <p>11 Sep 2019 - 2:57 PM - Leisa Bartlett<br/>                     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 KPI's.</p> <p>17 Oct 2019 - 10:03 AM - Leisa Bartlett<br/>                     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.</p> <p>14 Nov 2019 - 4:01 PM - Leisa Bartlett<br/>                     No change in status</p> <p>7 Apr 2020 - 10:38 AM - Leisa Bartlett<br/>                     12/03/2020 - 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.</p> <p>20 Apr 2020 - 8:43 AM - Leisa Bartlett<br/>                     Backyard Bush Nursery - will be included in August 2020 Ree Planting Day.<br/>                     University Lakes Regen BHLEP and BHCC project - on hold due to COVID-19.<br/>                     Selecting for Carbon in the Rangelands project - on hold due to COVID-19.</p> <p><b>8 May 2020 - 1:52 PM - Leisa Bartlett</b><br/> <b>Landcare proposal will be part of ongoing programs.</b><br/> <b>COMPLETE</b></p> |                                     |                |  |

| Meeting   | Officer/Director                    | Section              | Subject   |
|---|-------------------------------------|----------------------|---|
| Ordinary Council<br>31/07/2019  | Misagh,<br>Anthony<br>Roncon, James | Confidential Matters | LICENCE OF PART MEMORIAL OVAL TO BROKEN HILL SOCCER ASSOCIATION |
| <b>Resolved</b>   |                                     |                      |   |
| 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. |                                     |                      |   |



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|-----------------------------|--|--|
| Overdue<br>For Action       | <b>Division:</b><br><b>Committee:</b> Ordinary Council<br><b>Officer:</b><br><b>Further Report Required:</b> Including Further Reports | <b>Date From:</b> 1/04/2018<br><b>Date To:</b> 1/05/2020 |
| <b>Action Sheets Report</b> |  | <b>Printed: Friday, 8 May 2020<br/>2:28:04 PM</b>        |

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| <p>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.</p> <p>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.</p> <p>5. That the Mayor and General Manager be authorised to sign and execute the licence agreement under the Common Seal of Council.</p> <p><i>19 Aug 2019 - 3:21 PM - Lacey Butcher</i><br/>Finalisation of licence progressing</p> <p><i>20 Aug 2019 - 3:17 PM - Anthony Misagh</i><br/>finalising draft, in progress</p> <p><i>10 Sep 2019 - 10:19 AM - Georgina Falkner</i><br/>Draft licence with Soccer Association.</p> <p><i>17 Oct 2019 - 10:05 AM - Leisa Bartlett</i><br/>Licence still with Soccer Association to review and sign. Contact will be made to chase up signed documents.</p> <p><i>14 Nov 2019 - 4:02 PM - Leisa Bartlett</i><br/>Still awaiting return of signed licence.</p> <p><i>12 Feb 2020 - 12:15 PM - Leisa Bartlett</i><br/>Still awaiting return of signed licence.</p> <p><i>7 Apr 2020 - 10:41 AM - Leisa Bartlett</i><br/>11/03/2020 - Awaiting signed lease</p> <p><b>8 May 2020 - 12:03 PM - Leisa Bartlett</b><br/><b>Still awaiting signed lease from Soccer Association.</b></p> |
|--|

| Meeting  | Officer/Director                | Section              | Subject  |
|--|---------------------------------|----------------------|--|
| Ordinary Council<br>31/07/2019   | Nankivell, Jay<br>Roncon, James | Confidential Matters | Sale of part lot 5893 Deposited Plan 241855 otherwise known as Part 51 Bromide Street. |
| <b>Resolved</b>  |                                 |                      |  |
| <p>1. That Broken Hill City Council Report No. 126/19 dated July 19, 2019, be received.</p> <p>2. That Broken Hill City Council subdivide the land at 51 Bromide Street (Lot 5893 DP 241855) and prepare sale of land contracts.</p> <p>3. 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.</p> <p>4. That the Mayor and General Manager be authorised to sign the sale of land contracts and transfers under the Common Seal of Council.</p> <p><i>19 Aug 2019 - 4:08 PM - Lacey Butcher</i><br/>Police currently doing due diligence. Contracts to be prepared following advice from the Police.</p> <p><i>11 Sep 2019 - 3:24 PM - Leisa Bartlett</i><br/>CFO advised: A Memorandum of Understanding with the Police is being drawn up for signature by both parties.</p> <p><i>17 Oct 2019 - 12:09 PM - Leisa Bartlett</i><br/>Memorandum of Understanding has been signed by both parties. Sale Contract being prepared.</p> <p><i>14 Nov 2019 - 4:07 PM - Leisa Bartlett</i><br/>Subdivision documents lodged.</p> <p><i>7 Apr 2020 - 10:43 AM - Leisa Bartlett</i><br/>11/02/2020 - Subdivision complete and work with LTO for registering. contract is with NSW Police and the next step is them signing it and contract exchange to finalise the transaction.</p> <p><i>7 Apr 2020 - 10:44 AM - Leisa Bartlett</i><br/>12/03/2020 - Contracts exchanged. Awaiting sub-division for settlement.</p> <p><b>8 May 2020 - 1:52 PM - Leisa Bartlett</b><br/><b>Sub-division complete. Now awaiting relocation of train.</b><br/><b>COMPLETE</b></p> |                                 |                      |  |

| Meeting                        | Officer/Director                       | Section            | Subject   |
|--------------------------------|--|--------------------|---|
| Ordinary Council<br>28/08/2019 | Schipanski,<br>Louise<br>Roncon, James | Question On Notice | COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE JULY 2019 COUNCIL MEETING |
| <b>RESOLUTION</b>              |  |                    |   |
| Minute No. 46060               |  |                    |   |

|                             |  |  |
|-----------------------------|--|--|
| Overdue<br>For Action       | <b>Division:</b><br><b>Committee:</b> Ordinary Council<br><b>Officer:</b><br><b>Further Report Required:</b> Including Further Reports | <b>Date From:</b> 1/04/2018<br><b>Date To:</b> 1/05/2020 |
| <b>Action Sheets Report</b> |  | <b>Printed: Friday, 8 May 2020<br/>2:28:04 PM</b>        |

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| Councillor T. Kennedy moved )<br>Councillor B. Algate seconded )  | 1. That Questions On Notice No. 8/19 dated August 7, 2019, be received.<br><br>2. That the Mayor and Councillors be given training in meeting procedures and regulations. |
| CARRIED UNANIMOUSLY   |   |
| <p><i>13 Sep 2019 - 11:52 AM - Leisa Bartlett</i><br/>                 Quotes are being sourced for training sessions to be held in Broken Hill.<br/> <i>14 Nov 2019 - 4:30 PM - Leisa Bartlett</i><br/>                 Contact made with CEO of Far West Joint Organisation to seek interest from Councillors of member Councils to attend the training in Broken Hill also.<br/> <i>12 Feb 2020 - 12:16 PM - Leisa Bartlett</i><br/>                 OLG is liaising with training provider to supply suitable dates for training.<br/> <i>9 Apr 2020 - 1:20 PM - Leisa Bartlett</i><br/>                 Another email sent to OLG on 31 March asking if training can be carried out via videoconference - no response to date.<br/> <b>8 May 2020 - 2:09 PM - Leisa Bartlett</b><br/> <b>OLG have advised that they can deliver the training via videoconference and next week will provide quote and suitable dates for training prior to the end of the financial year.</b><br/> <b>COMPLETE</b></p> |   |

| Meeting   | Officer/Director                         | Section | Subject                       |
|---|--|---------|-------------------------------|
| Ordinary Council<br>27/11/2019  | VanDerBerg,<br>Francois<br>Roncon, James | Reports | ACQUISITION OF FEDERATION WAY |
| <u>Resolved</u>   |  |         |                               |
| 1. That Broken Hill City Council Report No. 194/19 dated October 21, 2019, be received.<br>2. That Council make an application to the Minister and Governor to compulsorily acquire Federation Way, otherwise known as part lots 11-14 Section 57 DP 759092, part lots 1-8 Section 58 DP 759092, part lots 7428-7431 DP 1178911 and part lot 7421 DP 1183597 (as identified in the plan of acquisition).<br>3. That the acquisition be undertaken in accordance with the <i>Land Acquisition (Just Terms Compensation) Act 1991</i> , under Section 186 of the <i>Local Government Act 1993</i> and for the purposes of a public road under Section 177 of the <i>Roads Act 1993</i> .<br>4. That upon acquisition, Council undertake the required actions to open the subject road by registration of a plan in accordance with Section 7 of the <i>Roads Act 1993</i> .<br>5. That the Mayor and General Manager be authorised to sign and execute any documents related to the acquisition or road opening under the Common Seal of Council. |  |         |                               |
| <p><i>12 Feb 2020 - 12:21 PM - Leisa Bartlett</i><br/>                 In progress.<br/> <i>7 Apr 2020 - 10:46 AM - Leisa Bartlett</i><br/>                 11/03/2020 - Still in progress<br/> <i>8 Apr 2020 - 11:20 AM - Leisa Bartlett</i><br/>                 in progress.<br/> <b>8 May 2020 - 12:16 PM - Leisa Bartlett</b><br/> <b>Application to OLG is being drafted.</b></p>   |  |         |                               |

| Meeting   | Officer/Director                | Section | Subject   |
|---|---------------------------------|---------|---|
| Ordinary Council<br>11/12/2019  | Nu'man, Razija<br>Roncon, James | Reports | DRAFT BROKEN HILL REGIONAL ART GALLERY POLICIES FOR PUBLIC EXHIBITION |
| <b>RESOLUTION</b>   |                                 |         |   |
| <p><u>Minute No. 46151</u><br/>                 Councillor D. Gallagher moved )</p> 1. That consideration of Broken Hill City Council Report No. 208/19 dated December 2, 2019 be deferred. |                                 |         |   |

|                             |  |  |
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| Overdue<br>For Action       | <b>Division:</b><br><b>Committee:</b> Ordinary Council<br><b>Officer:</b><br><b>Further Report Required:</b> Including Further Reports | <b>Date From:</b> 1/04/2018<br><b>Date To:</b> 1/05/2020 |
| <b>Action Sheets Report</b> |  | <b>Printed: Friday, 8 May 2020<br/>2:28:04 PM</b>        |

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| <p>Councillor R. Page seconded )</p>   | <p>2. That the draft Broken Hill Regional Art Gallery Exhibition Policy and the Broken Hill Regional Art Gallery Collection Management Policy be referred to the Broken Hill Regional Art Gallery Advisory Group and the Our Community Key Direction Working Group to review the draft policies with regards to accessioning and de-accessioning of artworks and provides a report to the February 2020 Council Meeting.</p> |
| <p><i>12 Feb 2020 - 12:25 PM - Leisa Bartlett</i><br/>Staff met with Councillor Kennedy to discuss changes to draft policies. These policies will now go to the Art Gallery Advisory Committee prior to being re-presented to Council.</p> <p><i>7 Apr 2020 - 10:48 AM - Leisa Bartlett</i><br/>11/03/2020 - Policies have been re-drafted. Still with Art Gallery Advisory Committee for endorsement.</p> <p><i>20 Apr 2020 - 9:23 AM - Leisa Bartlett</i><br/>Ongoing email discussions occurring among S355 members clarifying the draft policy in order to deal with the specific elements within Council's original resolution regarding this matter.</p> <p><b>8 May 2020 - 12:17 PM - Leisa Bartlett</b><br/><b>Draft policies presented to the May 2020 Council Meeting.</b><br/><b>COMPLETE</b></p> |  |

| Meeting   | Officer/Director                | Section | Subject   |
|---|---------------------------------|---------|---|
| Ordinary Council<br>25/03/2020  | Nankivell, Jay<br>Roncon, James | Reports | MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO 400 HELD TUESDAY, 10 MARCH 2020 |
| <u>Resolved</u>   |                                 |         |   |
| <p>1. That Broken Hill City Council Report No. 38/20 dated March 13, 2020, be received.</p> <p>2. That the minutes for the Local Traffic Committee Meeting No.400 held Tuesday, 10 March 2020 be received.</p> <p>3. That the following Item 400.6.1 – 158 Argent Street – Request to change parking times – Sufi Books &amp; Bakery, be approved that the 3 parallel parks in Bromide Street be changed to 15-minute parking during business hours only.</p> <p>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.</p> <p>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.</p> <p><i>20 Apr 2020 - 8:46 AM - Leisa Bartlett</i><br/>Actions in progress.<br/><b>8 May 2020 - 2:04 PM - Leisa Bartlett</b><br/><b>All items completed.</b><br/><b>COMPLETE</b></p> |                                 |         |   |

| Meeting                         | Officer/Director                | Section   | Subject   |
|---------------------------------|---------------------------------|---|---|
| Ordinary Council<br>25/03/2020  | Nu'man, Razija<br>Roncon, James | Committee Reports   | SECTION 355 ET LAMB MEMORIAL OVAL COMMUNITY COMMITTEE - PROPOSED DISBANDING |
| <b>RESOLUTION</b>               |                                 |   |   |
| Minute No. 46219                |                                 |   |   |
| Councillor C. Adams moved )     |                                 |   |   |
| Councillor M. Browne seconded ) |                                 | 1. That Broken Hill City Council Report No. 1/20 dated March 12, 2020, be received. |   |

|                       |  |   |
|-----------------------|--|---|
| Overdue<br>For Action | <b>Division:</b><br><b>Committee:</b> Ordinary Council<br><b>Officer:</b><br><b>Further Report Required:</b> Including Further Reports | <b>Date From:</b> 1/04/2018<br><b>Date To:</b> 1/05/2020<br><b>Printed:</b> Friday, 8 May 2020<br><b>2:28:04 PM</b> |
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|  | <ol style="list-style-type: none"> <li>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.</li> <li>3. That Council write to the Chairperson and request that all relevant records and funds be returned to Council.</li> <li>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.</li> <li>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.</li> <li>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 quota and governance requirements.</li> </ol> |
|--|---|

CARRIED

20 Apr 2020 - 9:24 AM - Leisa Bartlett  
 Follow-up letters/emails advising of Council's resolution sent 20 April.  
 8 May 2020 - 2:27 PM - Leisa Bartlett  
 Awaiting the return of financial records of the Committee from the Chairperson.

| Meeting   | Officer/Director                       | Section        | Subject  |
|---|--|----------------|--|
| Ordinary Council<br>29/04/2020  | Schipanski,<br>Louise<br>Roncon, James | Mayoral Minute | COVID-19 - LOCAL GOVERNMENT NSW CAMPAIGN FOR FINANCIAL SUPPORT TO COUNCILS |
| <b>Resolved</b>   |  |                |  |
| <ol style="list-style-type: none"> <li>1. That Mayoral Minute No. 6/20 dated April 23, 2020, be received.</li> <li>2. That Council calls on the Federal Government and NSW Government to urgently deliver comprehensive and multifaceted financial support and stimulus packages to local government to enable them to continue to operate effectively and provide essential services during the COVID-19 pandemic.</li> <li>3. That Council calls for the packages to include the following measures:                     <ul style="list-style-type: none"> <li>• Increasing Financial Assistance Grants payments to 1% of GDP to help councils maintain essential functions and services, acknowledging the increased costs and mounting revenue losses arising from COVID-19 (and drought and bushfire where affected) as well as giving councils capacity to provide hardship assistance to businesses and residents.</li> <li>• Immediate financial assistance to support council employees.</li> <li>• Providing stimulus funding to councils for projects that will help sustain council operations and boost local economies. This could be achieved through increasing or bringing forward funding under existing funding programs or introducing new programs.</li> <li>• Increased access to TAFE, VET and other apprenticeship opportunities that council staff can undertake to address skill shortages, especially for staff in non-essential services who are unable to be redeployed.</li> </ul> </li> </ol> |  |                |  |

|                             |  |  |
|-----------------------------|--|--|
| Overdue<br>For Action       | <b>Division:</b><br><b>Committee:</b> Ordinary Council<br><b>Officer:</b><br><b>Further Report Required:</b> Including Further Reports | <b>Date From:</b> 1/04/2018<br><b>Date To:</b> 1/05/2020 |
| <b>Action Sheets Report</b> |  | <b>Printed: Friday, 8 May 2020<br/>2:28:04 PM</b>        |

4. That Council commends the NSW and Federal Governments on their stewardship during this crisis and commits to working in partnership to protect community health and sustain local economies through this crisis.
5. That Council write to the local Federal Member, the Hon Mark Coulton and State Member Mr Roy Butler, the Prime Minister the Hon Scott Morrison MP, NSW Premier the Hon Gladys Berejiklian MP, Federal Treasurer the Hon Josh Frydenburg MP, NSW Treasurer the Hon Dominic Perrottet MP, NSW Local Government Minister the Hon Shelley Hancock MP, Federal Minister for Local Government the Hon Mark Coulton, Federal Opposition Leader the Hon Anthony Albanese, NSW Opposition Leader Jodi McKay MP, Federal Shadow Minister for Local Government Jason Clare MP and NSW Shadow Minister for Local Government Greg Warren MP to confirm their support for increased financial assistance and stimulus funding for local government to help councils maintain essential services and employment during the COVID-19 pandemic.
6. That Council endorses Local Government NSW's sector-wide campaign to obtain financial assistance, employment support and stimulus funding for the local government sector.
7. That Council advise LGNSW President Linda Scott of the passage of this Mayoral Minute.

CARRIED

8 May 2020 - 11:31 AM - Leisa Bartlett  
Letters sent 1/5/20.  
COMPLETE

| Meeting                        | Officer/Director                 | Section | Subject   |
|--------------------------------|----------------------------------|---------|---|
| Ordinary Council<br>29/04/2020 | Bartlett, Leisa<br>Roncon, James | Reports | AMENDMENT TO COUNCIL'S CODE OF MEETING PRACTICE<br>POLICY |

**Resolved**

1. That Broken Hill City Council Report No. 47/20 dated April 3, 2020, be received.
2. That Council notes that the amendments outlined in the report are consistent with the *COVID-19 Legislation Amendment (Emergency Measures) Bill 2020* which amends a number of Acts in response to the COVID-19 pandemic, one of which is the *Local Government Act 1993* to allow for Council Meetings to be held via videoconference. They are also consistent with government protocols around social distancing, gatherings and non-essential travel which have been implemented under the *Biosecurity Act 2015*.
3. That the above temporary amendments to Council's Code of Meeting Practice will remain until the NSW Government lifts the social distancing, gatherings and non-essential travel requirements under the *Biosecurity Act 2015* in response to the Coronavirus (COVID-19) pandemic.
4. That Council's Code of Meeting Practice Policy be amended at clause 3.2 to clarify that a request for an Extraordinary Meeting must be accompanied by the item/s of business to be included in the Agenda for the Extraordinary Meeting, which will include the motion to be debated and the argument in support of the motion. This would apply for example, to a Mayoral Minute; a Notice of Motion; a Rescission Motion; a Delegate's Report or an item of correspondence.

CARRIED

8 May 2020 - 11:37 AM - Leisa Bartlett  
Policy updated. Council Meeting forms updated, sent to Councillors and placed on the HUB.  
COMPLETE

| Meeting                        | Officer/Director                         | Section | Subject  |
|--------------------------------|--|---------|--|
| Ordinary Council<br>29/04/2020 | VanDerBerg,<br>Francois<br>Roncon, James | Reports | MODIFICATION TO DEVELOPMENT APPLICATION 34/2012 -<br>ALTERATION TO BUSINESS HOURS - 407 CRYSTAL STREET,<br>BROKEN HILL |

**Resolved**



|                             |  |  |
|-----------------------------|--|--|
| Overdue<br>For Action       | <b>Division:</b><br><b>Committee:</b> Ordinary Council<br><b>Officer:</b><br><b>Further Report Required:</b> Including Further Reports | <b>Date From:</b> 1/04/2018<br><b>Date To:</b> 1/05/2020 |
| <b>Action Sheets Report</b> |  | <b>Printed: Friday, 8 May 2020<br/>2:28:04 PM</b>        |

1. That Broken Hill City Council Report No. 49/20 dated April 14, 2020, be received.
2. That modified Development Application 34/2012 be approved, by modifying Condition number 8 (operation hours) and replacing condition number 10 (noise). Therefore, modified Development application 34/2012, shall be approved subject to the following conditions:
  - (1) Compliance with Building Code of Australia  
That all building work must be out in accordance with the provisions of the Building Code of Australia.  
  
*Reason for Imposition of Condition: Statutory condition being clause 98(1)a & 145 of the Environmental Planning and Assessment Regulation 2000.*
  - (2) Extensions/Alterations  
That all necessary alterations and or extensions to services shall be out in accordance with the requirements of the appropriate Supply Authorities.  
  
*Reason for imposition of condition: The need to ensure that supply services are provided in accordance with the Authorities requirements.*
  - (3) Injury to Amenity  
That immediate remedial measures shall be taken if in the opinion of Council, injury is being caused to the amenity of the neighbourhood due to any nuisance, traffic hazard or otherwise and that the use shall cease if it is considered that the use can no longer be tolerated.  
  
*Reason for imposition of condition: The need to provide Council with the ability to mitigate injurious activities on the neighbourhood.*
  - (4) Wastes  
That the site shall be maintained in a clean and tidy state at all times and all waste shall be stored in an approved waste storage area screened from view.  
  
*Reasons for imposition of condition: The need to ensure that the site is clean and tidy and that wastes are properly stored.*
  - (5) Signs  
That separate application shall be made at the appropriate time for the erection of any advertising signs, including details of colour, size, height and method of illumination.  
  
*Reason for imposition of condition: The need to provide acceptable signage.*
  - (6) Loading/Unloading  
That all loading and unloading of goods shall be out wholly upon the site.  
  
*Reason for imposition of condition: The need to ensure that any loading and unloading, associated with the business does not cause any nuisance to surrounding properties.*
  - (7) Internal Access Driveways  
That the internal access driveways, parking, loading and unloading areas shall be all weather surfaces constructed of bitumen sealed pavement or equivalent to ensure that stormwater drains off the surface without interference to adjoining or neighbouring properties.  
  
*Reason for imposition of condition: The need to ensure that access is available at all times, that dust generation is reduced.*
  - (8) Operation Hours  
That the hours of operation shall be restricted to 7am to 7pm Monday to Sunday. Public opening hours shall be restricted to within the hours of 7am to 5:30pm Monday to Friday.

|                             |  |  |
|-----------------------------|--|--|
| Overdue<br>For Action       | <b>Division:</b><br><b>Committee:</b> Ordinary Council<br><b>Officer:</b><br><b>Further Report Required:</b> Including Further Reports | <b>Date From:</b> 1/04/2018<br><b>Date To:</b> 1/05/2020 |
| <b>Action Sheets Report</b> |  | <b>Printed: Friday, 8 May 2020<br/>2:28:04 PM</b>        |

*Reason of imposition of condition: The need to limit the hours of operation of a business so that its effect on the surrounding properties is minimised.*

(9) Carparking

That carparking facilities clearly signposted shall be provided onsite. The number of spaces to be provided shall be a minimum of 20, each being a minimum of 2.5 x 5.4 metres.

Carparking design shall comply with AS 2890.

*Reason for imposition of condition: The need to ensure that adequate carparking facilities are provided on site.*

(10) Noise

The applicant shall ensure that all ongoing activities comply with the requirements of the Environmental Protection Authority's Noise Policy for Industry (2017) and shall not give rise to the transmission of intrusive noise as defined in the Protection of the Environment Operation Act 1997 (NSW).

*Reason for imposition of condition: The need to ensure that activities comply with relevant legislative requirements.*

(11) Stormwater

Post development stormwater runoff levels are not to exceed pre-development levels. Stormwater calculations will be necessary to prove post stormwater levels.

*Reason for imposition of condition: To prevent stormwater nuisance to surrounding buildings.*

(12) Roadworks

That all existing unused dishcrossings along the Crystal Street frontage shall be removed and matching kerbing be replaced to the design and requirements of Council's Infrastructure Department. All costs associated with these works shall be borne by the developer.

*Reason for imposition of condition: The need to provide acceptable street frontages.*

(13) Landscaping

That appropriate landscaping shall be provided as shown in plan 012015 (HPO) and Drawing no. 012015.

*Reason for imposition of condition: The need to maintain visual street appeal.*

(14) Excavations and backfilling

That all excavations and backfilling associated with the erection or demolition of a building must be executed safely and in accordance with appropriate professional standards.

That all excavations associated with the erection or demolition of a building must be properly guarded and protected to prevent them from being dangerous to life or property.

*Reason for the imposition of condition: Statutory condition being clause 161 of the Environmental Planning and Assessment Regulation 2000*

(15) Signs to be erected on building and demolition sites

- a) That a sign must be erected in a prominent position on any work site on which work involved in the erection or demolition of a building is being out:
- i Stating that unauthorised entry to the work site is prohibited, and
  - ii Showing the name of the person in charge of the work site and a telephone number at which that person may be contacted outside working hours.



|                             |  |  |
|-----------------------------|--|--|
| Overdue<br>For Action       | <b>Division:</b><br><b>Committee:</b> Ordinary Council<br><b>Officer:</b><br><b>Further Report Required:</b> Including Further Reports | <b>Date From:</b> 1/04/2018<br><b>Date To:</b> 1/05/2020 |
| <b>Action Sheets Report</b> |  | <b>Printed: Friday, 8 May 2020<br/>2:28:04 PM</b>        |

b) That any such sign is to be removed when the work has been completed.

*Reason for imposition of condition: Statutory condition being Clause 161 of the Environmental Planning and Assessment Regulation 2000*

(16) Method of Demolition

That the demolition of the building strictly comply with the requirements of AS 2601 and any requirements of the Work Cover Authority of NSW.

*Reason for imposition of condition: Statutory requirement of the Work Health and Safety Act 2011*

(17) Signs to be erected on building and demolition sites

- b) That a sign must be erected in a prominent position on any work site on which work involved in the erection or demolition of a building is being out:
  - iii Stating that unauthorised entry to the work site is prohibited, and
  - iv Showing the name of the person in charge of the work site and a telephone number at which that person may be contacted outside working hours.
- c) That any such sign is to be removed when the work has been completed.

*Reason for imposition of condition: Statutory condition being Clause 161 of the Environmental Planning and Assessment Regulation 2000*

(18) Driveways

That full concrete or equivalent commercial standard driveways be provided in the following locations:

- i. From the existing bitumen formation in Iodide Street to the boundary of the site and main delivery entrance:
- ii. From the existing remaining dishcrossing in Crystal Street to the boundary of the site.

*Reason for Imposition of Condition: The need to ensure that access is available at all times and that dust generation is reduced.*

(19) Fire Safety Certificate

That a FIRE SAFETY CERTIFICATE in relation to the following essential fire and other safety measures be presented to Council on the completion of the construction works, prior to the occupation of the building.

| MEASURE                        | STANDARD OF PERFORMANCE |   |
|--------------------------------|-------------------------|---|
| a) Exit and Emergency Lighting | AS2293<br>AS2419        | This certificate shall be completed in triplicate as follows:<br><br>THE ORIGINAL is to be returned to Council.<br>ONE COPY is to be sent to the Manager of Fire Safety, New South Wales Fire Brigades, Fire Safety Division.<br>A FURTHER COPY is to be prominently displayed in the building immediately adjacent to the main entrance doors to the building. |
| b) Fire Hydrant                | AS2441                  |   |
| c) Fire Hose Reel              | AS2444                  |   |
| d) Fire Extinguishers          |                         |   |

*Reason for imposition of condition: To ensure that the fire safety and other measures are designed and installed in accordance with the required Australian Standard.*

(20) Lead Safe Work Practices

That all building/demolition works and waste removal procedures comply with standards in Council's Development Control Plan 2016. (DCP available for purchase from Council or download from Council's website [www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au)).

*Reason for Imposition of Condition: The need to ensure that the impact of nuisance and lead containing dusts is minimised.*

|                       |  |   |
|-----------------------|--|---|
| Overdue<br>For Action | <b>Division:</b><br><b>Committee:</b> Ordinary Council<br><b>Officer:</b><br><b>Further Report Required:</b> Including Further Reports | <b>Date From:</b> 1/04/2018<br><b>Date To:</b> 1/05/2020<br><b>Printed:</b> Friday, 8 May 2020<br><b>2:28:04 PM</b> |
|-----------------------|--|---|

CARRIED

*8 May 2020 – 2:40PM - Leisa Bartlett*  
Approval letter sent to applicant. Letters sent to public who sent in submissions to DA.  
**COMPLETE**

| Meeting   | Officer/Director                | Section            | Subject   |
|---|---------------------------------|--------------------|---|
| Ordinary Council<br>29/04/2020  | Nankivell, Jay<br>Roncon, James | Question On Notice | COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE MARCH 2020 ORDINARY COUNCIL MEETING |
| <b>Resolved</b>   |                                 |                    |   |
| <ol style="list-style-type: none"> <li>That Questions On Notice No. 6/20 dated April 7, 2020, be received.</li> <li>That access to the Council Chambers public toilets be available during week days and normal operating hours to enable patrons of Centrelink to utilise them.</li> </ol> |                                 |                    |   |
| CARRIED   |                                 |                    |   |
| <i>8 May 2020 - 1:50 PM - Leisa Bartlett</i><br>Toilets opened.<br><b>COMPLETE</b>  |                                 |                    |   |

| Meeting   | Officer/Director                       | Section              | Subject   |
|---|--|----------------------|---|
| Ordinary Council<br>29/04/2020  | Schipanski,<br>Louise<br>Roncon, James | Confidential Matters | CORRESPONDENCE REPORT - REQUEST FOR FINANCIAL ASSISTANCE - REX AIRLINES |
| <b>Resolved</b>   |  |                      |   |
| <ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 57/20 dated April 24, 2020, be received.</li> <li>That correspondence from Regional Express Holdings Ltd dated 23 April 2020 be received.</li> <li>That Regional Express Holdings Ltd be informed that Council is willing to defer payment of \$48,400.00 on a no-interest basis for a period of 12 months or until the airline is in a position to repay the amount whichever is the sooner.</li> <li>That the State Government be approached as a matter of urgency with a request to provide financial assistance to Regional Express Holdings Ltd to assure the survival of an airline for Broken Hill and region.</li> </ol> |  |                      |   |
| CARRIED   |  |                      |   |
| <i>8 May 2020 - 11:44 AM - Leisa Bartlett</i><br>Council's resolution advised to REX on 30/4/20. REX rejected Council's offer and advised that they will pay the full amount owing to Council.<br><b>COMPLETE</b>   |  |                      |   |

| Meeting   | Officer/Director                 | Section                 | Subject                                      |
|---|----------------------------------|-------------------------|--|
| Ordinary Council<br>29/04/2020  | Bartlett, Leisa<br>Roncon, James | Confirmation of Minutes | Ordinary Meeting of the Council - 29/04/2020 |
| <b>Resolved</b>   |                                  |                         |  |
| <p>That the Minutes of the Ordinary Meeting of the Council of the City of Broken Hill held March 25, 2020 be confirmed with an amendment to the voting of resolution 46219 to show voting for: Councillors Adams, Browne, Clark, Licul, Nolan and Turley and voting against: Councillors Kennedy and Page.</p> <p>That the Minutes of the Extraordinary Meeting of the Council of the City of Broken Hill held April 08, 2020 be confirmed.</p> |                                  |                         |  |

|                       |  |   |
|-----------------------|--|---|
| Overdue<br>For Action | <b>Division:</b><br><b>Committee:</b> Ordinary Council<br><b>Officer:</b><br><b>Further Report Required:</b> Including Further Reports | <b>Date From:</b> 1/04/2018<br><b>Date To:</b> 1/05/2020<br><b>Printed:</b> Friday, 8 May 2020<br><b>2:28:04 PM</b> |
|-----------------------|--|---|

CARRIED

*8 May 2020 - 11:48 AM - Leisa Bartlett*  
Amendment made to minutes.  
**COMPLETE**

| Meeting  | Officer/Director                         | Section              | Subject  |
|--|--|----------------------|--|
| Ordinary Council<br>29/04/2020   | VanDerBerg,<br>Francois<br>Roncon, James | Confidential Matters | PROPOSED LICENCE OF E.P. O'NEILL PARK TO BROKEN HILL<br>SOCCER ASSOCIATION |
| <b>Resolved</b>  |  |                      |  |
| <ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 56/20 dated April 14, 2020, be received.</li> <li>2. That Council enter into an interim licence agreement with the Broken Hill Soccer Association Inc for the use of E.P. O'Neill Park (Reserve 70321, Lot 7304 DP1176992; Lot 2760 DP 764895; Lot 2916 DP 765076).</li> <li>3. That the licence agreement be for the duration of twelve (12) months.</li> <li>4. That the annual rent be the current Crown Lands Minimum Rent of \$504.00 per annum.</li> <li>5. That the licence agreement be signed and executed by the Mayor and General Manager under the Common Seal of Council.</li> </ol> |  |                      |  |
|  |  |                      | CARRIED UNANIMOUSLY  |
| <i>8 May 2020 - 12:20 PM - Leisa Bartlett</i><br>Licence being drafted.  |  |                      |  |

## **COMMITTEE REPORTS**

1. BROKEN HILL CITY COUNCIL REPORT NO. 70/20 - DATED MAY 07, 2020 - MINUTES OF THE BIU BAND HALL COMMUNITY COMMITTEE MEETING HELD 12 NOVEMBER 2019 (16/8) .....288

ORDINARY MEETING OF THE COUNCIL

May 7, 2020

**ITEM 1**

BROKEN HILL CITY COUNCIL REPORT NO. 70/20

SUBJECT: MINUTES OF THE BIU BAND HALL COMMUNITY COMMITTEE MEETING HELD 12 NOVEMBER 2019 16/8

**Recommendation**

1. That Broken Hill City Council Report No. 70/20 dated May 7, 2020, be received.
2. That the minutes of the BIU Band Hall Community Committee Meeting held 12 November 2019 be received.

**Executive Summary:**

Council has received minutes of the BIU Band Hall Community Committee Meeting held Tuesday 12 November 2019 for endorsement by Council.

**Report:**

As per Council’s Section 355 Asset Committee Framework Manual and the Constitution of the BIU Band Hall 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 BIU Band Hall Community Committee has submitted minutes from its meeting held 12 November 2019 for Council’s endorsement.

**Community Engagement:**

**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 BIU Band Hall Community Committee operates under Council’s Section 355 Asset Committee Constitution and the *Local Government Act 1993* (Section 355).

**Attachments**

1. [↓](#) Minutes - BIU Band Hall Community Committee Meeting 12/11/2019

JAY NANKIVELL  
CHIEF FINANCIAL OFFICER

JAMES RONCON  
GENERAL MANAGER

 **BIU BAND HALL S355 COMMUNITY COMMITTEE**   
**MINUTES** Committee Meeting held on Tue 12 Nov 2019

**COMMENCED:** 6:50pm

BHCC = Broken Hill City Council

**APOLOGIES:** none

**PRESENT:** Mark Curtis, Robynne Sanderson, Lisa McAllister, Branko Licul, Loene Crowley, Rajkumari Navis

**MINUTES OF PREVIOUS MEETING** held on Tue 20 Aug 2019. M. Lisa S. Branko. Accepted.

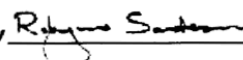
**BUSINESS ARISING:**

- Hazard inspection:** Carried out in December 2018. Robynne to look for a copy of the report and send to Raji.
- Electrical test and tag:** Mark will follow up and ask Peter Harvey whether he has got time to do this. If Peter hasn't got time, we need to find someone else. [Notes: BHCC will pay for all testing & tagging, with invoice to be submitted by committee to BHCC for payment. An audit of tag currency should be part of regular inspections by committee, with testing & tagging to be done by a licenced person every 2 years or at BHCC's discretion.]
- New signatory needed for bank account:** [Note: Any 2 of 3 signatories may sign] Branko is not allowed to be a signatory, as he is a BHCC Councillor.  
**Motion:** No more than one treasurer of a tenant organisation of the BIU Band Hall may be a signatory for our bank account. M. Branko S. Loene. Carried.  
Robynne will be the new signatory; Lisa will organise the paperwork.
- New committee member needed:** No responses to BDT advertising. Realistically, this committee will never have nine members, but we do still need at least one more member. Mark will follow up with Wayne Orr, the BIU Band president.
- Hall heating:** Raji advised that new hall heating should be put on hold, due to BHCC asset review.  
[Notes: Mark had previously received a quote from Matt Barrett Electrical for approx. \$23,000 but was still waiting on the second quote, from Len Condon. Committee was to investigate grant opportunities, but this is now on hold. Also, at our previous meeting Branko had suggested that we recommend having the roof insulated when hall is checked for hail damage/repair. Mark previously asked Lindsay's about hanging a divider to allow a half hall to be used for practices, to reduce heating and cooling costs. This is also currently on hold.]
- Hall hire for Mrs Hamilton wedding on 21-3-2020:** After providing a quote to Mrs Hamilton, we didn't hear back, despite Mark following up. We therefore assume that this hall hire is NOT proceeding.
- Committee email address:** Robynne has set up [biu.bandhall@hotmail.com](mailto:biu.bandhall@hotmail.com) and advised committee of the password. This email address has been added to our letterhead and Hall Hire forms. Updated versions of these forms were tabled at the meeting.
- Annual Reports:** Lisa has completed the annual Finance Report. She commented that the Financial Reporting spreadsheet provided by BHCC contains some formula errors.  
The committee's Finance Report and Annual Report were submitted to BHCC on 3-9-19. However we still need to provide our annual Facilities Usage Report. Robynne to check with BIU Band about their usage for 2019, then prepare the report and submit to Raji.
- Asset Register:** We need to clarify what is owned by the band and what is owned by the S355 committee. Mark has spoken to the BIU Band and they don't have an asset register. Robynne to write to BIU Band and ask for a list of assets owned by the band, so we can clarify who owns what. For example, who owns the polisher?

Signed: Chairperson



Secretary



Date 29-04-20

**CORRESPONDENCE IN:**

02-10-19 Email from Rebecca McLaughlin: Change of Contact Officer from Bec to Raji Navis  
14-10-19 Letter from Razija Nu'man (BHCC): Councillor Licul reappointed for 2019-2020  
03-11-19 Email from Loene Crowley: Damage to floor polisher and bicycle lock

**CORRESPONDENCE OUT:**

05-11-19 Email to Rebecca McLaughlin: Follow-up Hazard Inspection and hall heating

**TREASURER'S REPORT for 21 Aug 2019 to 12 Nov 2019:**

Detailed report attached. Current bank balance: \$2,946.28

Expenses paid: \$100.00 Hayden Crowley: Hall cleaning (invoice 117)

*Payments received at this meeting:*

\$770.00 Broken Hill Civic Orchestra: hall hire Jul-Dec 2019  
\$650.00 BIU Band: annual hall usage

*Bills presented at this meeting:*

\$200.00 Hayden Crowley: 2 x hall cleaning invoices

The Treasurer moved that the report be accepted. M. Lisa S. Branko Carried

*Procedural Note: If users of the hall want S355 Committee to pay for items, they need to seek approval before purchasing the items. Mark to clarify this procedure with the BIU Band.*

**Bills received from BIU Band, held over from S355 meeting held on 20 Aug 2019:**

\$266.20 Polisher supplies  
\$ 62.00 Table

**GENERAL BUSINESS:**

*Damage to floor polisher and bicycle lock / New keys:*

Loene reported that the floor polisher and the bicycle lock used to secure the polisher have both been damaged. In her email dated 3 Nov 2019, Loene stated that the damage "could only have been done by Council personnel accessing the room where it is stored." Robynne suggested that perhaps the damage was done accidentally when gear was being put away in that room, but Loene disagreed with this. It was noted at this meeting that BHCC does not have a key to the room (ie, storeroom off the main hall). This led to further discussion about keys to the hall.

Because the keys are lent to people who hire the hall, we have no way of knowing if extra copies of the front door key have been made over the years. It was felt by the committee that it would be sensible to change the front door locks and use "Do Not Copy" keys. [Note: the same key opens both the front door and side door]. The committee will approach BHCC to do this, and a register of keyholders will be maintained by the committee. Requirements are 2 keys for BIU Band, 2 for orchestra, 1 for S355 Committee, 1 for cleaner (plus one for BHCC).

*Council review – asset maintenance – history of BIU Band Hall:*

General discussion about BHCC reviewing their priorities for maintenance funding for all buildings. Mark gave Raji an overview of the background and history of the agreement between BHCC and BIU Band which led to the current hall being built. The BIU Band swapped the land where their former band hall was located (ie, current site of the BHCC Council Chambers) in exchange for BHCC constructing a new BIU Band Hall at its current location in Beryl St.

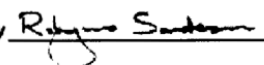
**NEXT MEETING:** 25 Feb 2020 at 6:45pm [Date was later set to 26 March so all committee members could be present]

**MEETING ENDED:** 7:47pm

Signed: Chairperson



Secretary



Date 29-04-20



**BIU BAND HALL S355 COMMUNITY COMMITTEE**




**Financial Report: 21/08/2019 – 12/11/2019**

|  |   |
|--|---|
| <b>Closing Balance:</b>  | <b>\$3046.28</b>                                  |
| <b>Balance brought forward:</b>  | <b>\$3046.28</b>                                  |
| <b>Incoming:</b>   |   |
| Nil  | \$  |
| <b>Outgoing:</b>   |   |
| 23/07/2019 Hayden Crowley<br>Cleaning Service Invoice 0000117<br>Cheque # 000016 | \$100.00  |
| <b>Closing Balance:</b>  | 2946.28<br><del>3046.28</del><br><b>\$2946.28</b> |

*Handwritten:* 2946.28, JM

*Lisa McAllister*  
BIU Band Hall S355  
Treasurer



**Broken Hill**  
Your kind of banking

**Transaction History for Lisa Marie McAllister, 69608**

Date: 12/11/2019

Date: 12/11/2019  
Transaction: ALL  
Showing: 15/08/2019 - 12/11/2019  
Order: Newest First

**Transaction Account - 37738331** Lisa Marie McAllister

| Date       | Description                                | Amount    | Balance    |
|------------|--|-----------|------------|
| 25/08/2019 | Your Cheque #16 Effective Date: 26/08/2019 | -\$100.00 | \$2,946.28 |

## **CLOSED**

### **Council Meeting to be held** **Wednesday, May 27, 2020**

1. **MAYORAL MINUTE NO. 8/20 - DATED MAY 08, 2020 - RENEWAL OF EMPLOYMENT CONTRACT - GENERAL MANAGER - CONFIDENTIAL**

**(General Manager's Note:** This report considers renewal of the General Manager's Employment Contract 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).

2. **MOTIONS OF WHICH NOTICE HAS BEEN GIVEN NO. 9/20 - DATED MAY 18, 2020 - CIVIC CENTRE REDEVELOPMENT PROJECT - LEGAL EXPENSES - CONFIDENTIAL**

**(General Manager's Note:** This report considers a Notice of Motion containing privileged information regarding a current legal case 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).

3. **BROKEN HILL CITY COUNCIL REPORT NO. 71/20 - DATED APRIL 15, 2020 - TENDER T18/9 REPAIRS TO HAILSTORM DAMAGED STRUCTURES FOR BROKEN HILL CITY COUNCIL - CONFIDENTIAL**

**(General Manager's Note:** This report considers Tender T18/9 Repairs to Broken Hill City Council Hailstorm Damaged Structures and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

4. **BROKEN HILL CITY COUNCIL REPORT NO. 72/20 - DATED APRIL 19, 2020 - RFT-10029381 TENDER FOR AIRCONDITIONING CONTROLS AND MINOR UPGRADE WORKS IN ADMINISTRATIVE CENTRE, CIVIC CENTRE AND LIBRARY - CONFIDENTIAL**

**(General Manager's Note:** This report considers Tender RFT10029381 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).

5. **BROKEN HILL CITY COUNCIL REPORT NO. 73/20 - DATED MAY 20, 2020 - CORRESPONDENCE REPORT - REQUEST FOR FINANCIAL ASSISTANCE - REGIONAL EXPRESS HOLDINGS LTD (REX AIRLINES) - CONFIDENTIAL**

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