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June 29, 2020

**EXTRAORDINARY MEETING**

**TO BE HELD**

**TUESDAY, JUNE 30, 2020**

ABN 84 873 116 132

Dear Sir/Madam,

Your attendance is requested at the Extraordinary Meeting of the Council of the City of Broken Hill to be held **via videoconference** on **Tuesday, June 30, 2020** commencing at **5:30pm** to consider the following business:

- 1) Apologies and Leave of Absence
- 2) Prayer
- 3) Acknowledgement of Country
- 4) Disclosure of Interest
- 5) Reports
- 6) Closed



**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.

## REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 89/20 - DATED JUNE 01, 2020 - 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) ..... 3
  
2. BROKEN HILL CITY COUNCIL REPORT NO. 90/20 - DATED JUNE 01, 2020 - DRAFT LONG TERM FINANCIAL PLAN 2021-2030 (16/165)..... 117
  
3. BROKEN HILL CITY COUNCIL REPORT NO. 91/20 - DATED JUNE 25, 2020 - COUNCILLOR NOTICE OF MOTION CONTRAVENING BROKEN HILL CITY COUNCIL'S CODE OF MEETING PRACTICE ADOPTED 29 APRIL 2020, MINUTE NO. 46238 (12/14, 11/249) ..... 163

## EXTRAORDINARY MEETING OF THE COUNCIL

June 1, 2020

**ITEM 1****BROKEN HILL CITY COUNCIL REPORT NO. 89/20**

**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. 89/20 dated June 1, 2020, be received.
2. That Council adopts 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 as Strategic documents of Council.
3. That Council make and levy the following rates and charges under the Local Government Act 1993 for the 2020/2021 year.
  - i. A general residential rate under Sections 535 and 537 on all land categorised as residential and consisting of a 49.00% base rate of \$530.00 and a rate in the dollar on land value of 3.198323 cents;
  - ii. A rural-residential rate, being a sub-category of the general residential rate, under Sections 535 and 537 on all land categorised as rural-residential and consisting of a 49.00% base rate of \$507.00 and a rate in the dollar on land value of 0.470740 cents;
  - iii. A residential-1(a) rate, being a sub-category of the general residential rate, under Sections 535 and 537 on all land categorised as residential-1(a) and consisting of a 49.00% base rate of \$362.00 and a rate in the dollar on land value of 1.002414 cents;
  - iv. A general business rate under Sections 535 and 537 on all land categorised as business and consisting of a 15.00% base rate of \$895 and a rate in the dollar on land value of 8.092894 cents;
  - v. A mixed development business rate under Sections 535 and 537 on all land categorised as mixed development business and consisting of a 39.00% base rate of \$895 and a rate in the dollar on land value of 8.092894 cents;
  - vi. A mixed development residual rate under Sections 535 and 537 on all land categorised as mixed development residual and consisting of a 50.00% base rate of \$515.00 and a rate in the dollar on land value of 3.263029 cents;
  - vii. A general mine rate under Sections 535 and 537 on all land categorised as mining and consisting of a nil base rate and a rate in the dollar on land value of 9.491418 cents;
  - viii. A domestic waste management charge under Section 496 on each parcel of rateable residential land of \$49.00 per annum payable quarterly for domestic waste service available plus a user charge under Section 502 of \$282.00 per annum payable quarterly (one mobile garbage container only).

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- ix. A commercial waste user charge under Section 502 of \$419.00 per annum payable quarterly (3 x MGB containers),
  - x. A commercial waste user charge under Section 502 of \$385.00 per annum payable quarterly (1x600l bin only),
  - xi. An additional MGB service user charge under Section 502 of \$149.00 per annum payable quarterly.
  - xii. That in accordance with Section 566(3) of the Local Government Act, 1993, Council adopts a 0% rate of interest charge payable on overdue rates and charges for the period 1 July 2020 to 31 December 2020 and a 7% rate of interest charge payable on overdue rates and charges for the period 1 January 2021 to 30 June 2021.
4. That Council recommence debt recovery action previously suspended due to COVID-19 on unpaid rates and charges as at 1 July 2020.
  5. That Council authorise the General Manager on behalf of Broken Hill City Council to borrow from NSW TCORP; the sum of \$10,000,000 at the determined fixed rate of 1.85% interest from NSW TCORP for a period of ten (10) years.
  6. That Council authorise the Mayor and General Manager to sign loan documents and apply the Common Seal of Council to loan documents as necessary.

**Executive Summary:**

Council endorsed 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, at its Ordinary Meeting held 27 May 2020 (Minute Number 46258), for public exhibition for a 28-day period.

The public exhibition period closed 25 June 2020 during which time Council received two submissions from the public.

One submission Council received requested that funding be allocated to employ an Economic Development Officer to review and implement a population strategy for Broken Hill. Council is currently not in a position where it can add additional positions to the structure without affecting its long-term financial sustainability or, reducing service delivery to the community.

That said, whilst there is not a position formally titled 'Economic Development Officer' in Councils current structure, the functions of Economic Development are carried out through the City Growth Coordinator and General Manager's Office in conjunction with Councils economic development key direction working group. These functions, as endorsed by Broken Hill City Council, are focused on developing long term strategies and policy positions aimed at securing the long-term future of the City of Broken Hill. This year's proposed budget is focused more than ever on Broken Hill's growth and development. The Future Proof Scenario is underpinned by investing in community infrastructure, to create and retain employment in Broken Hill, stimulate the economy and improve the liveability and amenities of the City; therefore encouraging population growth through job creation.

The second submission received was for Council not to apply the CPI increase to the fees & charges for the BIU Band Hall, citing COVID-19 impacts for hirers and users and their ability to pay. Whilst Council understands the impact that all community members face due to COVID-19, it is still recommended to apply the CPI increase to ensure consistency across all fees & charges and assist Council in meeting the increase in costs for operating the facility.

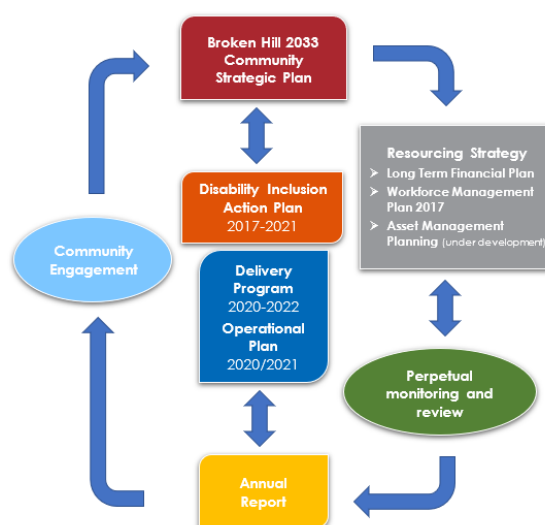
Draft Delivery Program 2020-2022 incorporating Operational Plan 2020/2021, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2020/2021 are now presented to Council for consideration of adoption.

### 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 and 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 \$2.0 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 \$2.0 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>	
<b>Service</b>	<b>Net Operational Reduction</b>
Airport	\$529,850
Service Facilities	\$436,275
Investments	\$800,000
Waste Management	\$168,300

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 2026.
- Capital works reduced to protect Council's cash reserves.
- With limited capital works, staff will be funded from the operating budget and will be unsustainable. This may result in staff reductions.
- Inefficient operating model.
- Borrowings remain the same.
- Reduced service delivery and infrastructure to the community.

### **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.
- With limited capital works, staff will be funded from the operating budget and will be unsustainable. This may result in staff reductions.
- Inefficient operating model.
- Borrowings remain the same.
- Some key financial ratios and OLG benchmarks will not be met in the short term.
- Reduced service delivery and infrastructure to the community

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 2019/2020 (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 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 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.

Council endorsed the draft suite of strategic documents at its Ordinary Meeting held 27 May 2020 and placed them on public exhibition period closing 25 June 2020. During the public exhibition period Council received two submissions from the public.

One submission Council received requested that funding be allocated to employ an Economic Development Officer to review and implement a population strategy for Broken Hill. Council is currently not in a position where it can add additional positions to the structure without affecting its long-term financial sustainability or, reducing service delivery to the community.

That said, whilst there is not a position formally titled 'Economic Development Officer' in Councils current structure, the functions of Economic Development are carried out through the City Growth Coordinator and General Manager's Office in conjunction with Councils economic development key direction working group. These functions, as endorsed by Broken Hill City Council, are focused on developing long term strategies and policy positions aimed at securing the long-term future of the City of Broken Hill. This year's proposed budget is focused more than ever on Broken Hill's growth and development. The Future Proof Scenario is underpinned by investing in community infrastructure, to create and retain employment in Broken Hill, stimulate the economy and improve the liveability and amenities of the City; therefore encouraging population growth through job creation.

The second submission received was for Council not to apply the CPI increase to the fees & charges for the BIU Band Hall, citing COVID-19 impacts for hirers and users and their ability to pay. Whilst Council understands the impact that all community members face due to COVID-19, it is still recommended to apply the CPI increase to ensure consistency across all fees & charges and assist Council in meeting the increase in costs for operating the facility.

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 are now presented to Council for consideration of adoption.

### Community Engagement:

28-day Exhibition period for public to provide submissions on 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.

### 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.

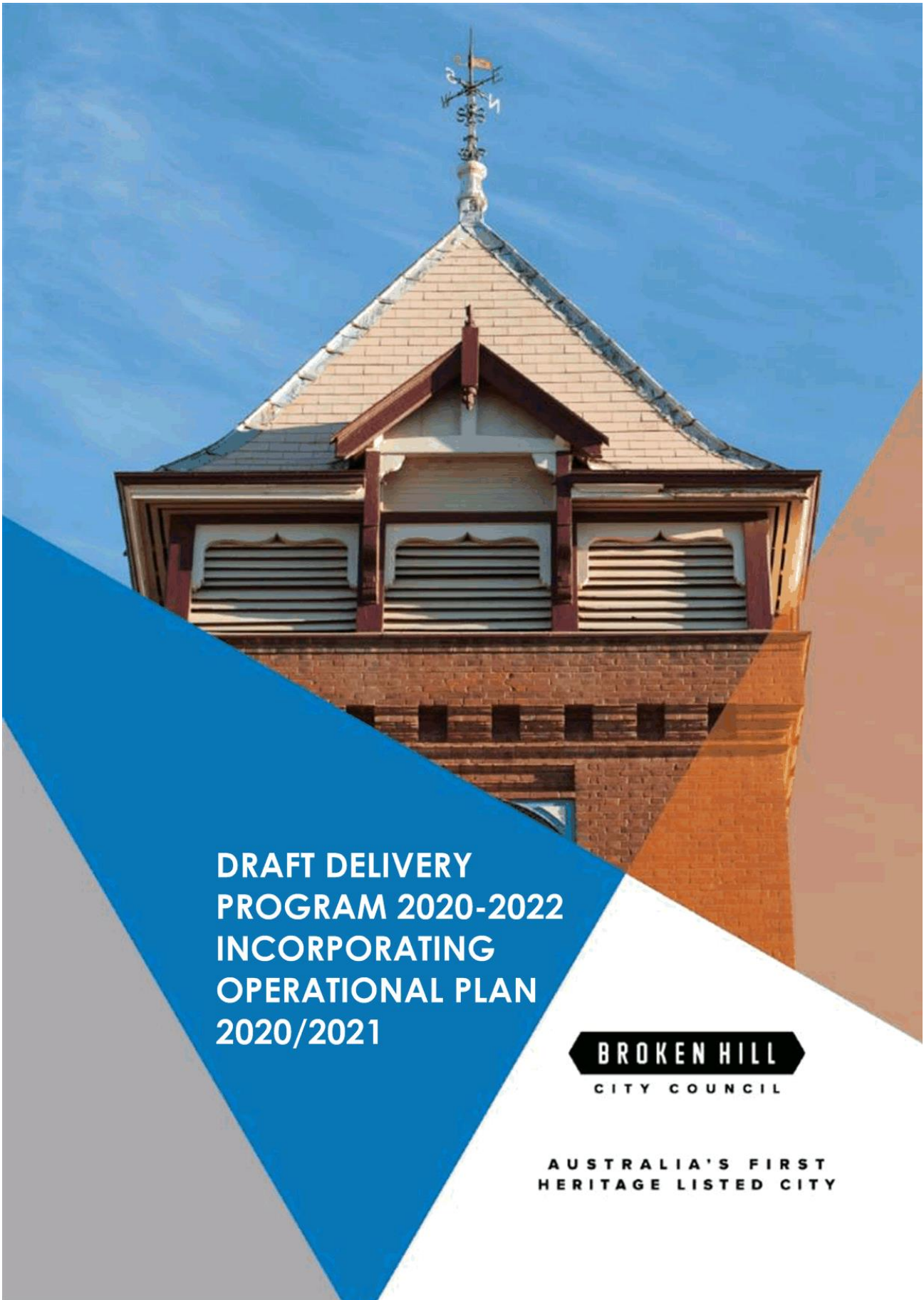
#### **Attachments**

1. [↓](#) Draft Delivery Program 2020-2021 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**

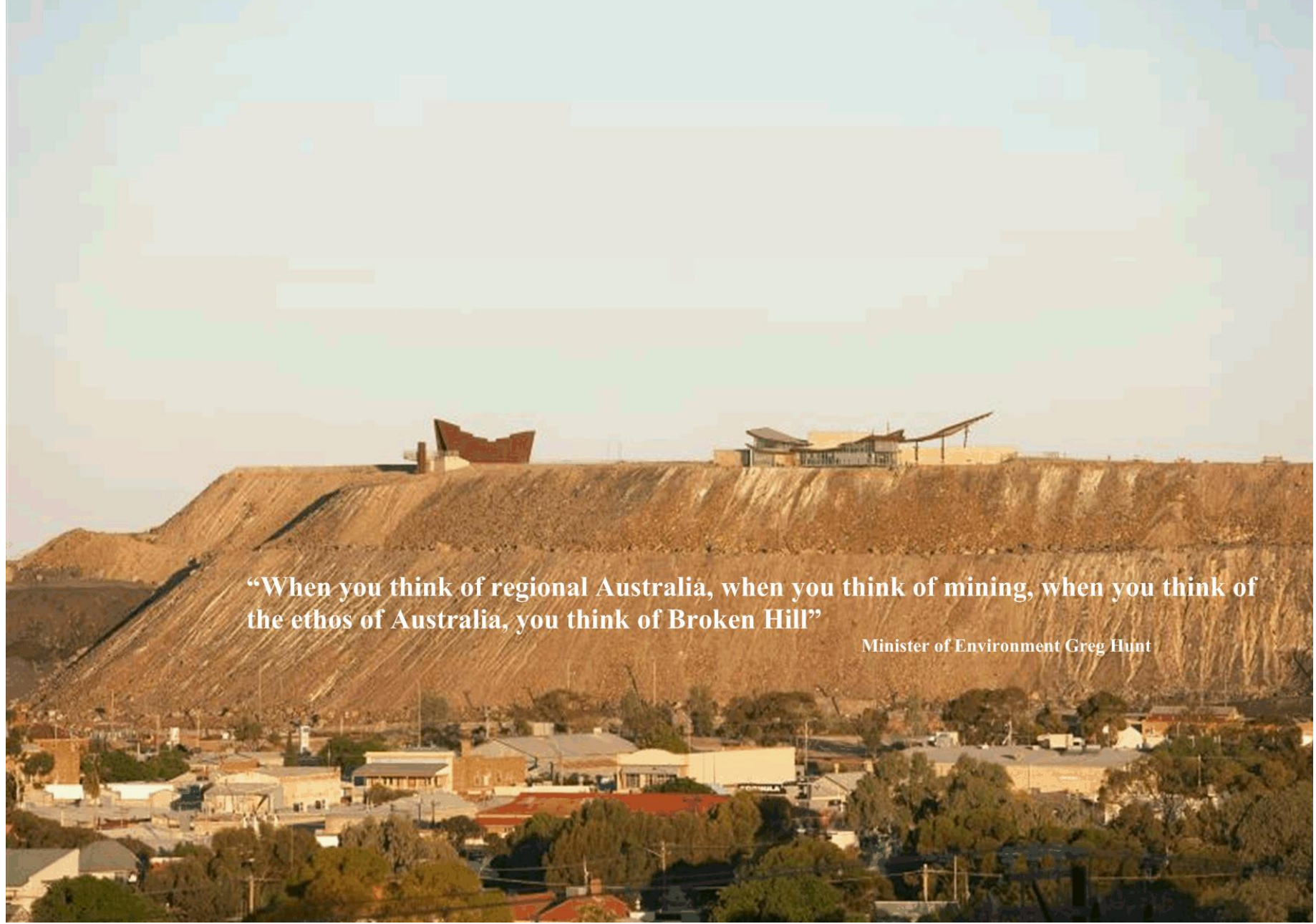
<b>QUALITY CONTROL</b>		
<b>KEY DIRECTION</b>	4. Our Leadership	
<b>OBJECTIVE</b>	4.1 Openness and transparency in decision making	
<b>STRATEGY</b>	4.1.1 Support the organisation to operate its legal framework	
<b>FUNCTION</b>	Leadership and Governance	
<b>FILE REFERENCE</b>	16/165	<b>EDRMS NUMBER</b> 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	46258
24 June 2020	Adopted	
<b>NOTES</b>		
<b>ASSOCIATED DOCUMENTS</b>	Broken Hill 2033 Community Strategic Plan Long Term Financial Plan Workforce Management Plan 2017 Asset Management Plan (under development) 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."*







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

Minister of Environment Greg Hunt

# 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.

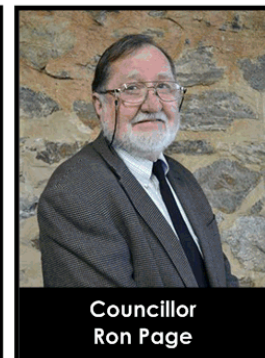
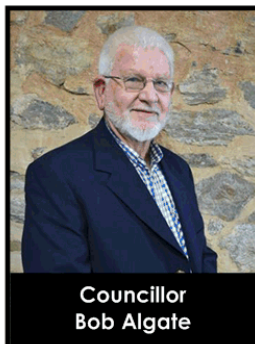
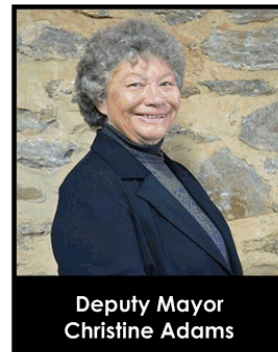
We hope this combined Delivery Program and Operational Plan provides a useful guide to Council's future activities and encourages all residents to provide input to the Service Review process as it is rolled out.

Mayor Darriea Turley AM

## OUR COUNCIL ORGANISATION

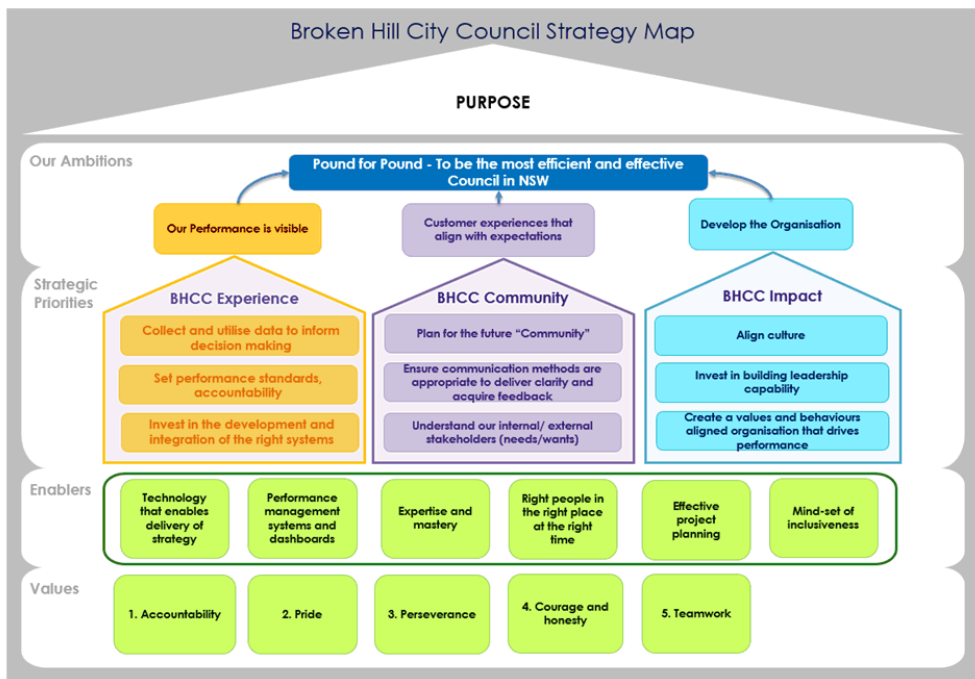
### YOUR COUNCILLORS

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".

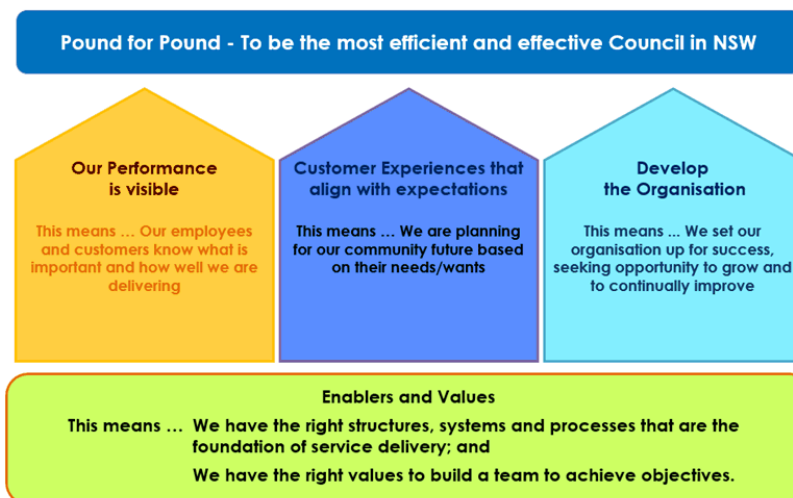


## COMMUNICATING OUR STRATEGY MAP

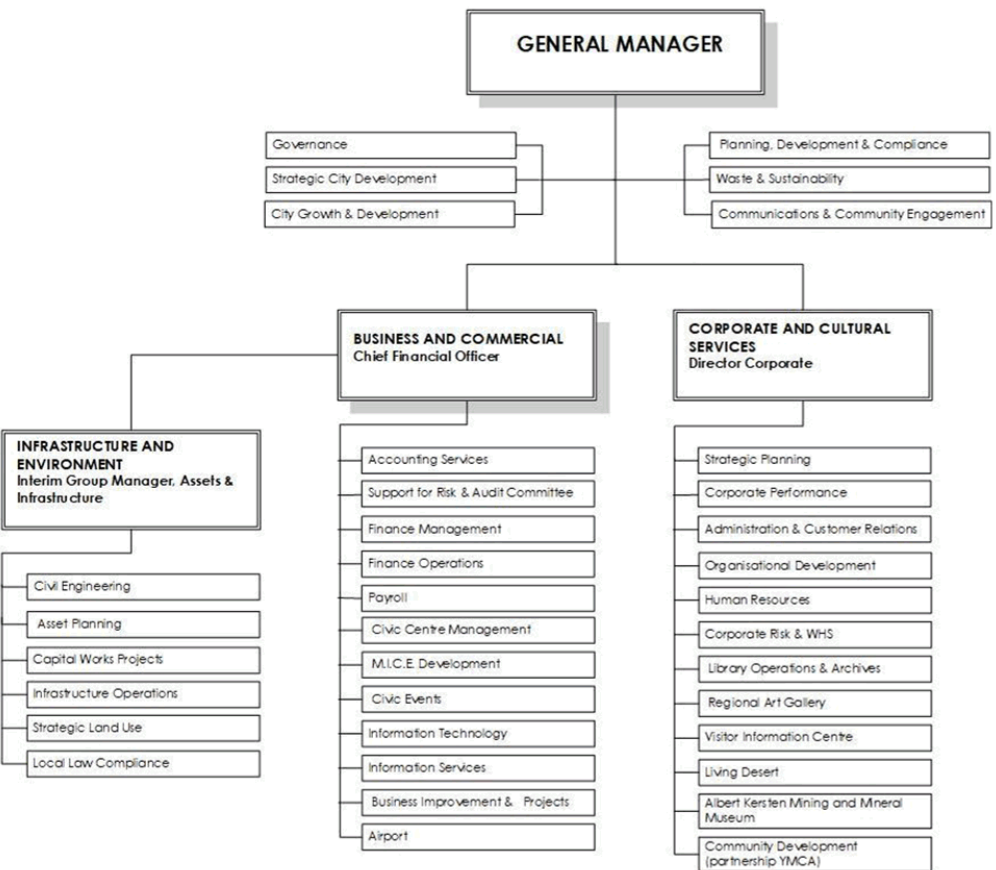
The Map summarises outcomes the organisation seeks to achieve under the Delivery Program 2020-2022. The Map is easy to read and assists our workforce to understand their role in service delivery to the community and improvement of performance.



## 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>Q3 Review</b>	<b>Proposed Budget</b>	<b>Forecast</b>
<b>Income from Continuing Operations</b>				
<b>Revenue:</b>				
Rates & annual charges	18,041	18,354	18,639	19,124
User charges & fees	11,125	2,892	3,011	4,104
Interest & investment revenue	1,548	192	286	582
Other revenues	685	439	305	435
Grants & contributions for operating purposes	6,272	6,613	6,740	6,875
Grants & contributions for capital purposes	2,813	3,550	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>32,040</b>	<b>58,991</b>	<b>44,119</b>
<b>Expenses from Continuing Operations</b>				
Employee benefits & costs	14,235	13,841	12,707	13,057
Borrowing costs	788	582	727	685
Materials & contracts	11,575	9,778	5,370	5,971
Depreciation & amortisation	6,941	7,148	7,064	7,225
Impairment	-	-	-	-
Other expenses	4,708	4,053	4,762	4,408
Net losses from disposal of assets	581	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>38,828</b>	<b>35,403</b>	<b>30,631</b>	<b>31,345</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>3,117</b>	<b>(3,362)</b>	<b>28,361</b>	<b>12,774</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>304</b>	<b>(6,912)</b>	<b>(1,650)</b>	<b>(226)</b>
<b>NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>304</b>	<b>(6,912)</b>	<b>(1,650)</b>	<b>(226)</b>

<b>DELIVERY PROGRAM – FUTURE PROOF SCENARIO</b>				
<b>STATEMENT OF FINANCIAL POSITION</b>				
<b>\$ '000</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<b>Actual</b>	<b>Q3 Review</b>	<b>Proposed Budget</b>	<b>Forecast</b>
<b>Assets</b>				
<b>Current Assets:</b>				
Cash & cash equivalents	15,473	5,322	4,046	4,662
Investments	9,000	9,000	14,000	14,000
Receivables	5,311	5,840	6,549	7,258
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>25,302</b>	<b>26,645</b>
<b>Non-Current Assets:</b>				
Investments	-	-	-	-
Receivables	47	47	47	25
Inventories	-	-	-	-
Infrastructure, property, plant & equipment	218,410	224,666	257,898	268,621
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>226,174</b>	<b>259,406</b>	<b>270,107</b>
<b>TOTAL ASSETS</b>	<b>250,375</b>	<b>247,534</b>	<b>284,708</b>	<b>296,752</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>214,347</b>	<b>241,802</b>	<b>253,159</b>
<b>Equity</b>				
Retained earnings	111,884	105,530	132,985	144,342
Revaluation reserves	108,817	108,817	108,817	108,817
<b>Council equity interest</b>	<b>220,701</b>	<b>214,347</b>	<b>241,802</b>	<b>253,159</b>
<b>Non-controlling interest</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EQUITY</b>	<b>220,701</b>	<b>214,347</b>	<b>241,802</b>	<b>253,159</b>

<b>DELIVERY PROGRAM – FUTURE PROOF SCENARIO</b>				
<b>STATEMENT OF CASH FLOWS</b>				
\$ '000	2019	2020	2021	2022
	Actual	Q3 Review	Proposed Budget	Forecast
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
Rates & annual charges	17,858	17,803	18,080	18,550
User charges & fees	14,122	2,805	2,920	3,981
Investment & interest revenue received	1,478	897	326	582
Grants & contributions	7,695	10,163	36,751	19,875
Bonds, deposits & retention amounts received	-	-	-	-
Other	1,309	426	295	422
<b>Payments:</b>				
Employee benefits & costs	(14,490)	(13,426)	(12,326)	(12,665)
Materials & contracts	(13,962)	(9,485)	(5,209)	(5,792)
Borrowing costs	(602)	(582)	(727)	(685)
Bonds, deposits & retention amounts refunded	(28)	-	-	-
Other	(4,883)	(3,931)	(4,619)	(4,276)
<b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>	<b>8,497</b>	<b>4,670</b>	<b>35,491</b>	<b>19,992</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)	(13,404)	(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>(10,151)</b>	<b>(1,276)</b>	<b>617</b>
<b>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</b>	<b>27,509</b>	<b>15,473</b>	<b>5,322</b>	<b>4,046</b>
<b>CASH &amp; CASH EQUIVALENTS - end of year</b>	<b>15,473</b>	<b>5,322</b>	<b>4,046</b>	<b>4,662</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>14,322</b>	<b>18,046</b>	<b>18,662</b>



## 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.

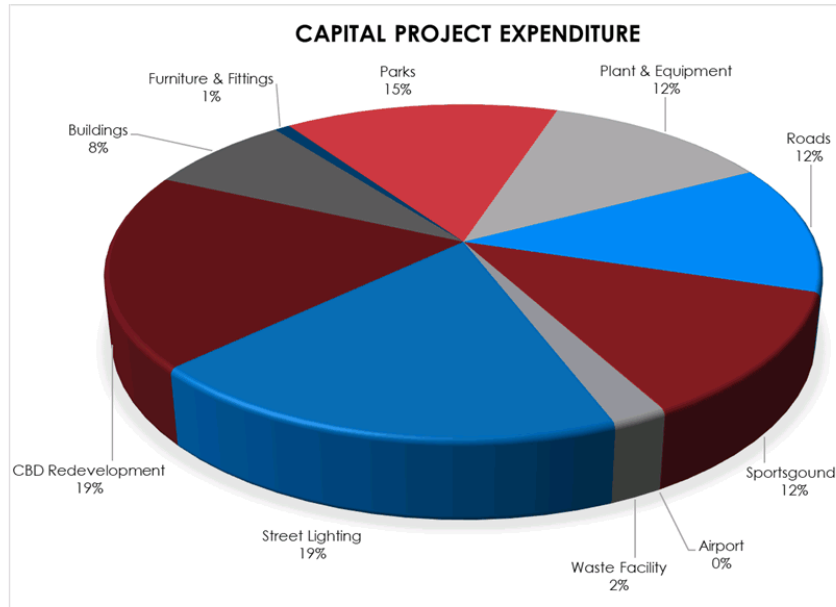
The Consolidated Estimated Income Statement, Balance Sheet and Cash Flow Statement for the 2020/2021 financial year are contained within the Revenue Policy on page 48.

**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> \$0.27M 	<b>ART GALLERY</b> \$0.55M 	<b>AQUATIC CENTRE</b> \$0.93M 	<b>CIVIC CENTRE</b> \$0.26M 	<b>GEOCENTRE</b> \$0.18M 
<b>LIBRARY</b> \$0.54M 	<b>PARKS AND OPEN SPACES</b> \$1.36M 	<b>ROADS, FOOTPATHS AND TRANSPORT</b> \$3.77M 	<b>SPORTING FIELDS</b> \$0.02M 	<b>VISITOR INFORMATION CENTRE</b> \$0.44M 

**CAPITAL PROJECTS**



<b>OPERATIONAL PLAN – FUTURE PROOF SCENARIO INCOME STATEMENT</b>					
<b>\$ '000</b>	<b>2021 TOTAL Proposed Budget</b>	<b>2021 Our Leadership Proposed Budget</b>	<b>2021 Our Community Proposed Budget</b>	<b>2021 Our Economy Proposed Budget</b>	<b>2021 Our Environment Proposed Budget</b>
<b>Income from Continuing Operations</b>					
<b>Revenue:</b>					
Rates & annual charges	18,639	15,715	(7)	-	2,931
User charges & fees	3,011	477	567	637	1,329
Interest & investment revenue	286	269	-	-	17
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>58,991</b>	<b>21,983</b>	<b>28,249</b>	<b>4,440</b>	<b>4,319</b>
<b>Expenses from Continuing Operations</b>					
Employee benefits & costs	12,707	7,320	2,874	939	1,574
Borrowing costs	727	179	549	-	-
Materials & contracts	5,370	2,334	1,598	865	573
Depreciation & amortisation	7,064	3,618	3,006	285	155
Impairment	-	-	-	-	-
Other expenses	4,762	3,857	598	217	90
Net losses from disposal of assets	-	-	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>30,631</b>	<b>17,308</b>	<b>8,624</b>	<b>2,307</b>	<b>2,392</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>28,360</b>	<b>4,675</b>	<b>19,625</b>	<b>2,132</b>	<b>1,928</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>(1,650)</b>	<b>4,175</b>	<b>(6,587)</b>	<b>(1,168)</b>	<b>1,928</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.

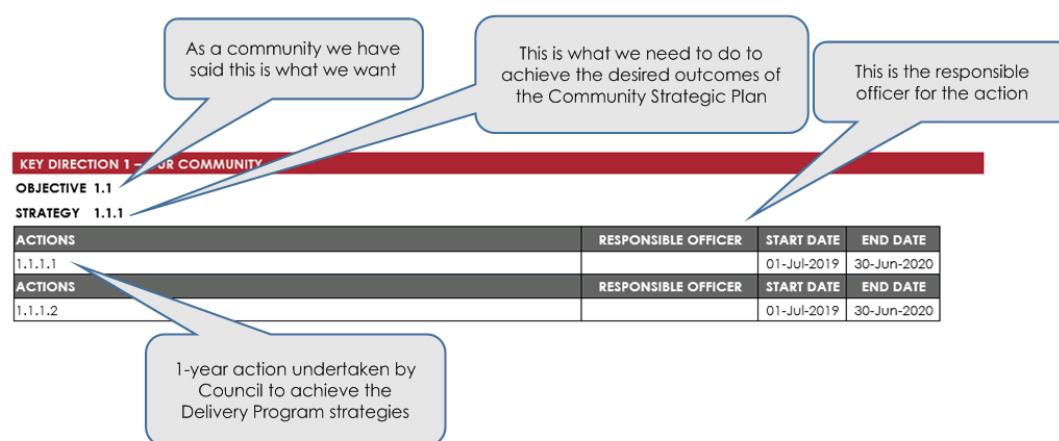
## HOW TO READ THIS PLAN

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**

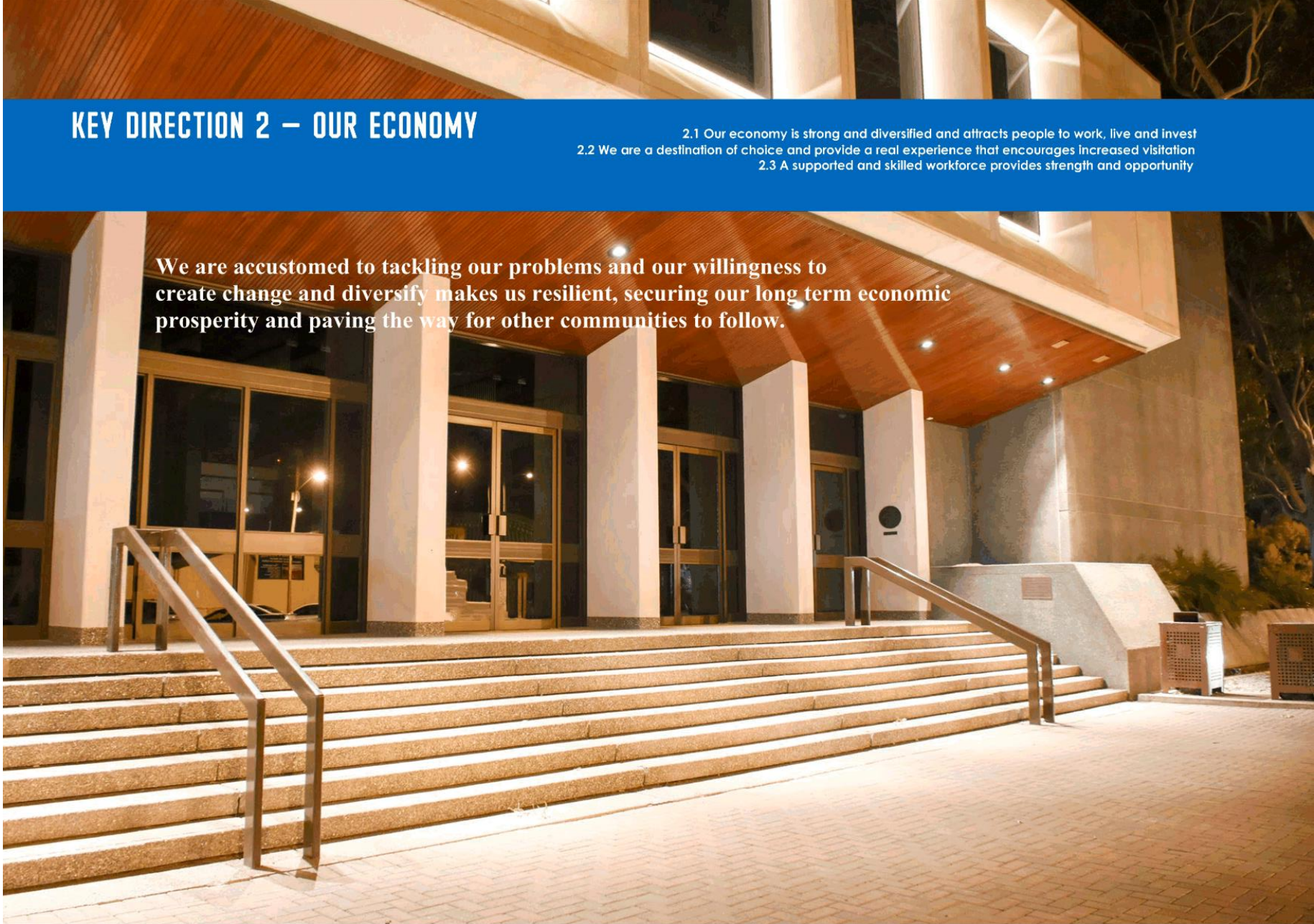
ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.1.1 Partner with the YMCA to provide Prevention and Wellness sessions via grant proposals	Youth and Community Projects Officer	01-Jul-2020	30-Jun-2021

<b>OPERATIONAL PLAN – FUTURE PROOF SCENARIO</b>								
<b>INCOME STATEMENT – OUR COMMUNITY</b>								
\$ '000	2021	2021	2021	2021	2021	2021	2021	2021
	Our Community Proposed Budget	Community Services	Local Transport	Open Spaces	Community Facilities	Public Safety	Arts & Culture	Community Development
<b>Income from Continuing Operations</b>								
<b>Revenue:</b>								
Rates & annual charges	(7)	-	-	(2)	(4)	-	-	-
User charges & fees	567	210	-	49	227	-	82	-
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	2,874	-	1,006	559	162	-	1,147	-
Borrowing costs	549	-	545	-	-	-	4	-
Materials & contracts	1,598	-	125	203	909	-	361	-
Depreciation & amortisation	3,006	2	2,955	18	25	-	5	-
Impairment	-	-	-	-	-	-	-	-
Other expenses	598	-	-	32	-	422	144	-
Net losses from disposal of assets	-	-	-	-	-	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>8,624</b>	<b>2</b>	<b>4,631</b>	<b>812</b>	<b>1,096</b>	<b>422</b>	<b>1,662</b>	<b>-</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>19,625</b>	<b>208</b>	<b>(1,999)</b>	<b>2,754</b>	<b>20,152</b>	<b>(422)</b>	<b>(1,069)</b>	<b>-</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>(6,586)</b>	<b>208</b>	<b>(3,665)</b>	<b>(766)</b>	<b>(873)</b>	<b>(422)</b>	<b>(1,069)</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			
<b>OBJECTIVE 2.1 Our economy is strong and diversified and attracts people to work, live and invest</b>			
<b>STRATEGY 2.1.1 Council's Workforce Management Plan reflects the needs of the organisation</b>			
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
<b>STRATEGY 2.1.2 Develop the Airport as a commercial precinct</b>			
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
<b>STRATEGY 2.1.3 Advocate for affordable housing</b>			
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
<b>STRATEGY 2.1.4 Advocate Broken Hill and Far West as a centre for renewable energy</b>			
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
<b>STRATEGY 2.1.5 Increase digital communication network through projects outlined in Smart Communities Framework</b>			
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 Economy Proposed Budget	Economic Development	Strategic Transport	Tourism Development	Film Promotion
<b>Income from Continuing Operations</b>					
<b>Revenue:</b>					
Rates & annual charges	-	-	-	-	-
User charges & fees	637	25	451	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>4,440</b>	<b>3,491</b>	<b>778</b>	<b>170</b>	<b>-</b>
<b>Expenses from Continuing Operations</b>					
Employee benefits & costs	939	443	255	241	-
Borrowing costs	-	-	-	-	-
Materials & contracts	865	490	174	201	-
Depreciation & amortisation	285	108	176	1	-
Impairment	-	-	-	-	-
Other expenses	217	80	86	51	-
Net losses from disposal of assets	-	-	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>2,307</b>	<b>1,121</b>	<b>692</b>	<b>494</b>	<b>-</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>2,132</b>	<b>2,370</b>	<b>86</b>	<b>(324)</b>	<b>-</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>(1,168)</b>	<b>(930)</b>	<b>86</b>	<b>(324)</b>	<b>-</b>

<b>CAPITAL BUDGET – OUR ECONOMY</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
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

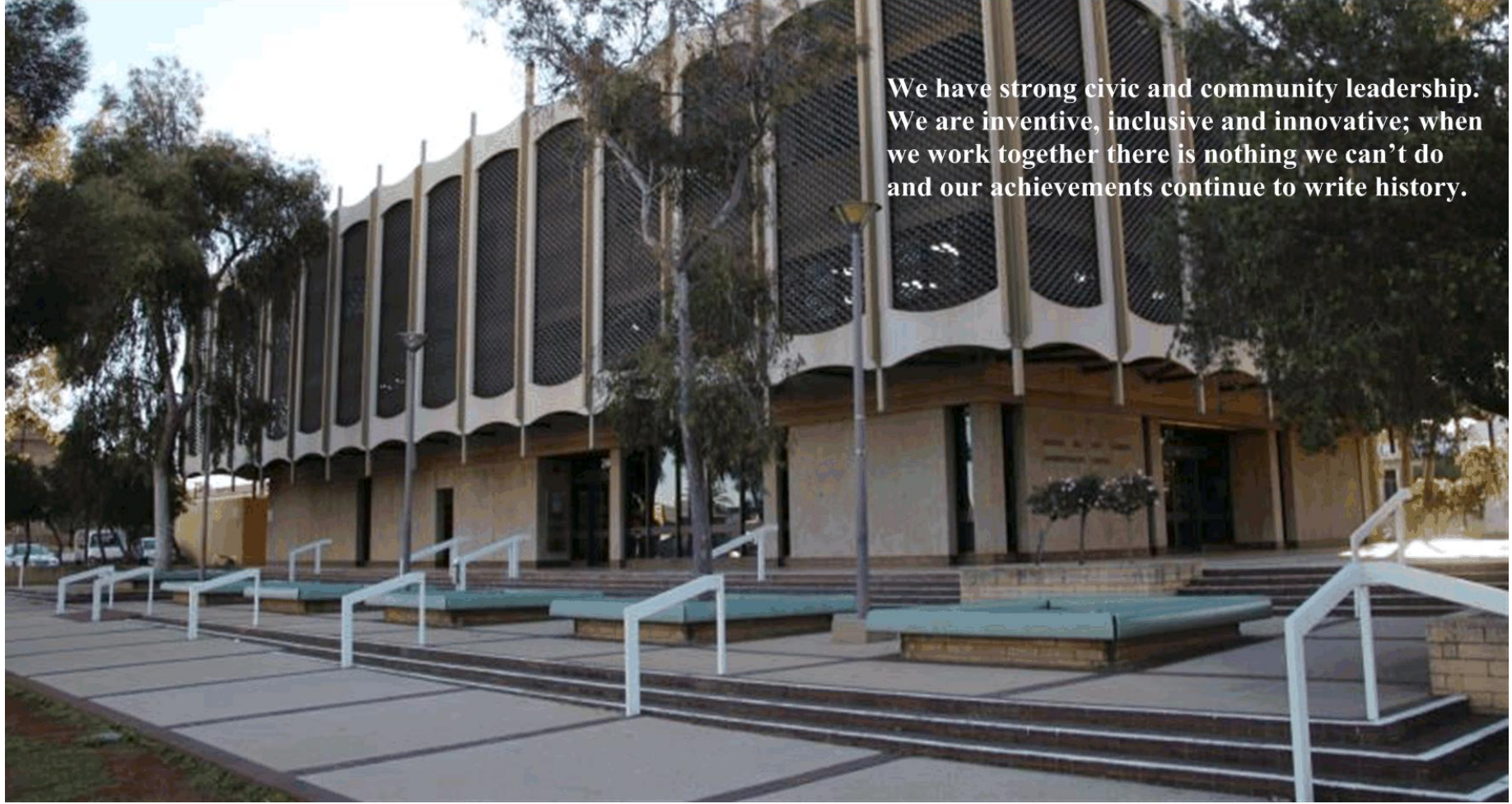
<b>OPERATIONAL PLAN – FUTURE PROOF SCENARIO</b>							
<b>INCOME STATEMENT – OUR ENVIRONMENT</b>							
\$ '000	2021	2021	2021	2021	2021	2021	2021
	Our Environment Proposed Budget	Waste Management	Sustainability After Mining	Natural Environment	Public Health	Public Order	Stormwater Management
<b>Income from Continuing Operations</b>							
<b>Revenue:</b>							
Rates & annual charges	2,931	2,936	-	-	(5)	-	-
User charges & fees	1,329	1,145	-	47	23	115	-
Interest & investment revenue	17	17	-	-	-	-	-
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>4,319</b>	<b>4,098</b>	<b>-</b>	<b>54</b>	<b>20</b>	<b>148</b>	<b>-</b>
<b>Expenses from Continuing Operations</b>							
Employee benefits & costs	1,574	1,129	-	151	113	180	-
Borrowing costs	-	-	-	-	-	-	-
Materials & contracts	573	420	-	49	32	72	-
Depreciation & amortisation	155	-	-	-	-	-	155
Impairment	-	-	-	-	-	-	-
Other expenses	90	49	-	23	7	11	-
Net losses from disposal of assets	-	-	-	-	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>2,392</b>	<b>1,598</b>	<b>-</b>	<b>224</b>	<b>151</b>	<b>264</b>	<b>155</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>1,928</b>	<b>2,500</b>	<b>-</b>	<b>(170)</b>	<b>(131)</b>	<b>(115)</b>	<b>(155)</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>1,928</b>	<b>2,500</b>	<b>-</b>	<b>(170)</b>	<b>(131)</b>	<b>(115)</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 Leadership Proposed Budget	Leadership & Governance	Financial Management	Corporate Support	Asset Management	Operations Management	Buildings & Property
<b>Income from Continuing Operations</b>							
<b>Revenue:</b>							
Rates & annual charges	15,715	-	15,784	-	-	-	(69)
User charges & fees	477	-	101	-	241	143	(8)
Interest & investment revenue	269	-	268	-	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>21,983</b>	<b>-</b>	<b>21,087</b>	<b>30</b>	<b>279</b>	<b>163</b>	<b>423</b>
<b>Expenses from Continuing Operations</b>							
Employee benefits & costs	7,320	836	2,023	1,628	1,448	413	972
Borrowing costs	179	-	179	-	-	-	-
Materials & contracts	2,334	116	967	228	86	470	467
Depreciation & amortisation	3,618	-	-	46	-	656	2,915
Impairment	-	-	-	-	-	-	-
Other expenses	3,857	1,056	689	813	177	131	992
Net losses from disposal of assets	-	-	-	-	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>17,308</b>	<b>2,008</b>	<b>3,857</b>	<b>2,716</b>	<b>1,711</b>	<b>1,670</b>	<b>5,346</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>4,675</b>	<b>(2,008)</b>	<b>17,230</b>	<b>(2,686)</b>	<b>(1,432)</b>	<b>(1,506)</b>	<b>(4,923)</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>4,175</b>	<b>(2,008)</b>	<b>17,230</b>	<b>(2,686)</b>	<b>(1,432)</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.

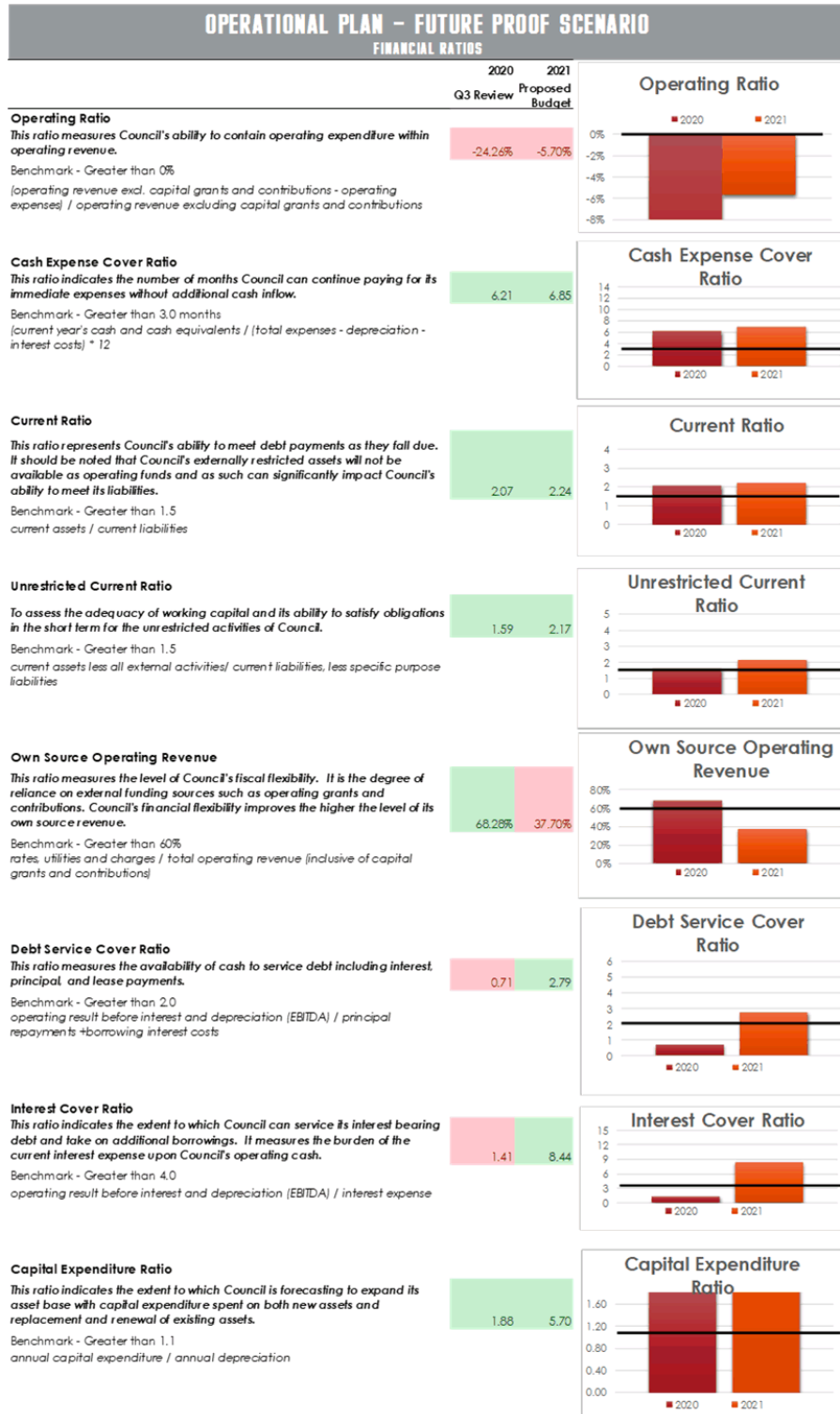
**2020/2021 FINANCIAL ESTIMATES**

<b>OPERATIONAL PLAN – FUTURE PROOF SCENARIO</b>		
<b>INCOME STATEMENT</b>		
<b>\$ '000</b>	<b>2020</b>	<b>2021</b>
	<b>Q3 Review</b>	<b>Proposed Budget</b>
<b>Income from Continuing Operations</b>		
<b>Revenue:</b>		
Rates & annual charges	18,354	18,639
User charges & fees	2,892	3,011
Interest & investment revenue	192	286
Other revenues	439	305
Grants & contributions for operating purposes	6,613	6,740
Grants & contributions for capital purposes	3,550	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>32,040</b>	<b>58,991</b>
<b>Expenses from Continuing Operations</b>		
Employee benefits & costs	13,841	12,707
Borrowing costs	582	727
Materials & contracts	9,778	5,370
Depreciation & amortisation	7,148	7,064
Impairment	-	-
Other expenses	4,053	4,762
Net losses from disposal of assets	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>35,403</b>	<b>30,631</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>(3,362)</b>	<b>28,361</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>(6,912)</b>	<b>(1,650)</b>
<b>NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>(6,912)</b>	<b>(1,650)</b>

<b>OPERATIONAL PLAN – FUTURE PROOF SCENARIO</b>		
<b>STATEMENT OF FINANCIAL POSITION</b>		
<b>\$ '000</b>	<b>2020</b>	<b>2021</b>
	<b>Q3 Review</b>	<b>Proposed Budget</b>
<b>Assets</b>		
<b>Current Assets:</b>		
Cash & cash equivalents	5,322	4,046
Investments	9,000	14,000
Receivables	5,840	6,549
Inventories	125	128
Other	565	579
Non-current assets classified as 'held for sale'	-	-
<b>TOTAL CURRENT ASSETS</b>	<b>21,360</b>	<b>25,302</b>
<b>Non-Current Assets:</b>		
Investments	-	-
Receivables	47	47
Inventories	-	-
Infrastructure, property, plant & equipment	224,666	257,898
Investments accounted for using the equity method	1,461	1,461
Investment property	-	-
Intangible assets	-	-
<b>TOTAL NON-CURRENT ASSETS</b>	<b>226,174</b>	<b>259,406</b>
<b>TOTAL ASSETS</b>	<b>247,534</b>	<b>284,708</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>214,347</b>	<b>241,802</b>

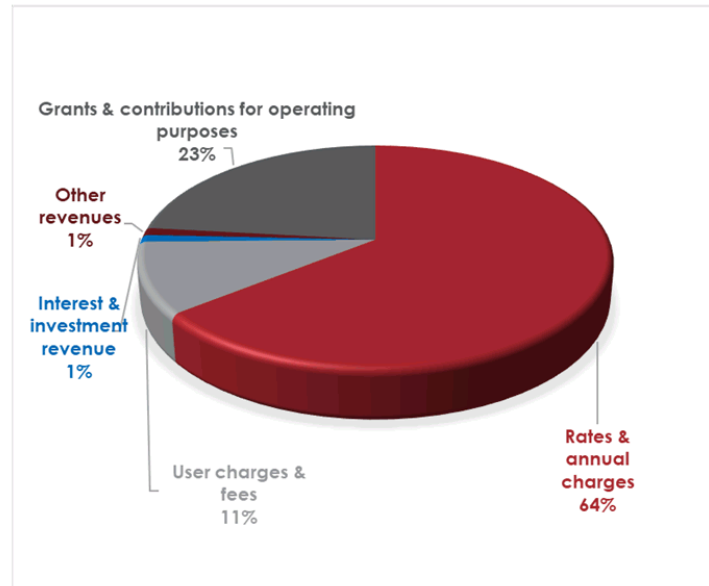
<b>OPERATIONAL PLAN – FUTURE PROOF SCENARIO</b>		
<b>STATEMENT OF CASH FLOWS</b>		
\$ '000	2020	2021
	Q3 Review	Proposed Budget
<b>Cash Flows from Operating Activities</b>		
<b>Receipts:</b>		
Rates & annual charges	17,803	18,080
User charges & fees	2,805	2,920
Investment & interest revenue received	897	326
Grants & contributions	10,163	36,751
Bonds, deposits & retention amounts received	-	-
Other	426	295
<b>Payments:</b>		
Employee benefits & costs	(13,426)	(12,326)
Materials & contracts	(9,485)	(5,209)
Borrowing costs	(582)	(727)
Bonds, deposits & retention amounts refunded	-	-
Other	(3,931)	(4,619)
<b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>	<b>4,670</b>	<b>35,491</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	(13,404)	(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>(10,151)</b>	<b>(1,276)</b>
<b>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</b>	<b>15,473</b>	<b>5,322</b>
<b>CASH &amp; CASH EQUIVALENTS - end of year</b>	<b>5,322</b>	<b>4,046</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>14,322</b>	<b>18,046</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 2020/21 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.

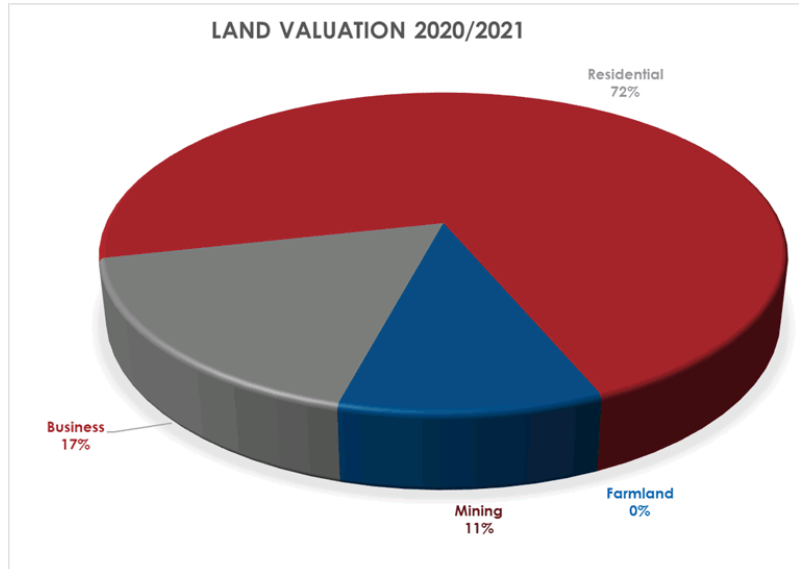
Council is proposing to increase rates by the full amount of the rate peg, which will increase total rate revenue by approximately \$400,000.

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.

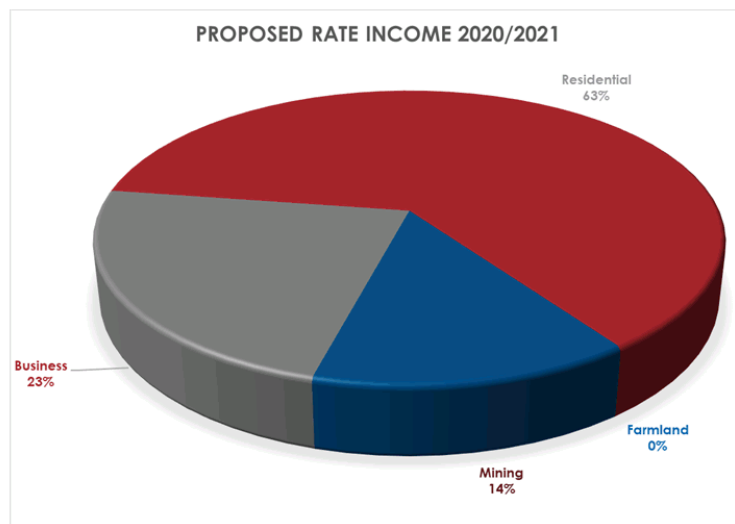
Given the recent positive outlook of both mining companies and total end of mine life now expected to be in 2030, the progressive apportionment of mine rates was frozen for two years commencing in the 2019/20 budget, before being further reviewed. This will allow for the continuation of the transfer 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.



Rating Category	Land value 2020/21	Total Property Count	2020/21 Financial Year				% of Total Income	% of Base Rate Income	
			Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income			
Business	\$39,426,750	629	\$895	\$562,955	0.08092894	\$3,190,765	\$3,753,720	23.07%	15%
Residential	\$162,782,100	9422	\$530	\$4,993,660	0.03198323	\$5,206,297	\$10,199,957	62.69%	49%
Residential 1(a)	\$414,350	11	\$362	\$3,982	0.01002414	\$4,154	\$8,136	0.05%	49%
Residential Rural	\$1,234,800	11	\$507	\$5,577	0.00470740	\$5,813	\$11,390	0.07%	49%
Farmland	\$0	0	\$0	\$0	0.00000000	\$0	\$0	0.00%	0%
Mining	\$24,000,000	2	\$0	\$0	0.09491418	\$2,277,940	\$2,277,940	14.00%	0%
MD Business	\$102,659	6	\$895	\$5,370	0.08092894	\$8,308	\$13,678	0.08%	39%
MD Residual	\$94,741	6	\$515	\$3,090	0.03263029	\$3,091	\$6,181	0.04%	50%
<b>Totals</b>	<b>\$228,055,400</b>	<b>10,087</b>		<b>\$5,574,634</b>		<b>\$10,696,368</b>	<b>\$16,271,002</b>	<b>100.00%</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

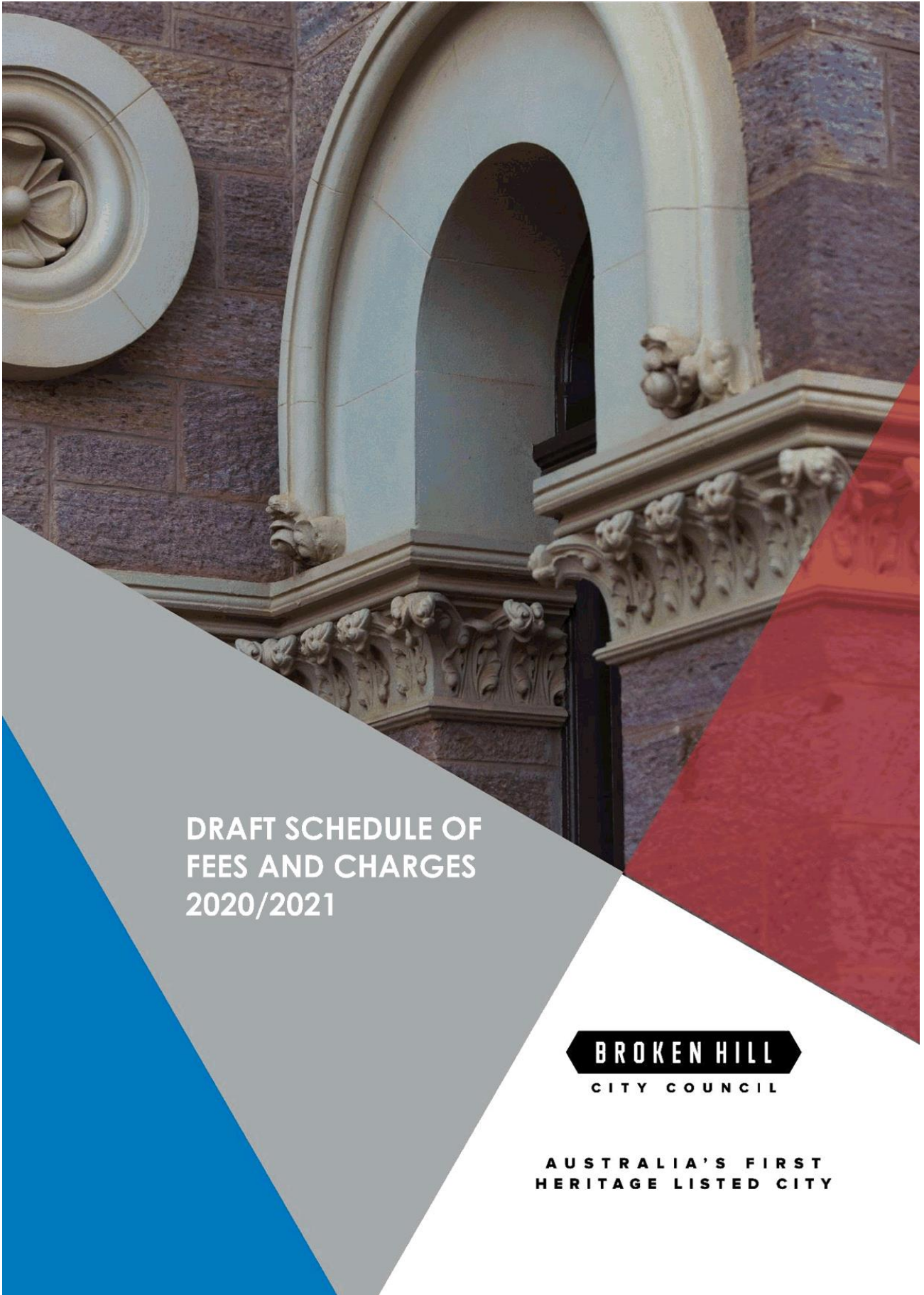
These loans have loan terms spanning 2-20 years with variable or fixed interest rates of between 2.90% - 8.43% per annum.

# **ANNEXURE 1**

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



[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





<b>QUALITY CONTROL</b>		
REFERENCES	19/174 - D20/20190	
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	
FUNCTION	Leadership & Governance	
RESPONSIBLE OFFICER	General Manager	
REVIEW DATE	July 2020	
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	<b>ACTION</b>	<b>MINUTE NO.</b>
27 May 2020	Public Exhibition	46258
	Adopted by Council	
NOTES	Images sourced from Council's Image Library © Copyright Broken Hill City Council 2018	
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Long Term Financial Plan 2021-2030 Delivery Program 2020-2022 incorporating Operational Plan 2020/2021 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:  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	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
<b>1</b>	<b>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

KEY DIRECTION 1 – OUR COMMUNITY							
ROADS							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
<b>2</b>	<b>Permits – Road / Footpath</b>						
2 - 1	Permit fee - Road/Footpath openings (plus restoration fee)	Cost recovery	Each	\$100.00 plus Restoration fee	No	\$ -	\$102.00 plus Restoration fee
2 - 2	Permit fee (Heavy Vehicle National Law)	Statutory	Each	\$ 70.00	No	\$ -	\$ 70.00
2 - 3	Permit fee - conveyance of stormwater from property boundary to Council's drainage system where approved (plus restoration fee)	Statutory	Each	\$25.00 plus Restoration fee	No	\$ -	\$25.00 plus Restoration fee
2 - 4	Late fee - any permit not received within 14 days of required date	Cost recovery	Each	\$ 255.45	Yes	\$ 25.55	\$ 281.00
2 - 5	Unauthorised openings (additional to permit fee)	Cost Recovery	Each	\$128.00 plus Restoration fee	Yes	10%	\$131.00 plus Restoration fee
2 - 6	Administration fee - cost recovery street closures	Cost recovery	Each	\$ 227.27	Yes	\$ 22.73	\$ 250.00
2 - 7	Install road closures for cost recovery functions	Cost recovery	Each	By quotation	Yes	10%	By quotation
2 - 8	Heavy vehicle/over size limit permit - Reinstatement of infrastructure	Cost recovery	Each	By quotation	Yes	10%	By quotation
2 - 9	Deposit materials on footpaths	Cost recovery	Sq m	By quotation	Yes	10%	By quotation
2 - 10	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) <15m <sup>2</sup>	Private	Each	\$ 83.64	Yes	\$ 8.36	\$ 92.00
2 - 11	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) >15m <sup>2</sup>	Private	Each plus m <sup>2</sup>	\$90.00 Plus \$10.00 per additional m2	Yes	10%	\$92.00 Plus \$10.00 per additional m2
2 - 12	Construction of paving on public footpaths by cost recovery contractor (including driveways, dish crossings, footpaths)		Each	\$ 88.18	Yes	\$ 8.82	\$ 97.00
2 - 13	Application for suspension of liquor free zone	Community Service	Each	\$ 111.82	Yes	\$ 11.18	\$ 123.00
<b>2</b>	<b>Restoration Bond Fees (in addition to Permit Fee)</b>						
2 - 14	Heavy duty road pavements (regional roads) - road pavement	Cost recovery	Sq m	By quotation	Yes	10%	By quotation
2 - 15	Medium/light duty pavements (local roads) - road pavement	Cost recovery	Sq m	By quotation	Yes	10%	By quotation
2 - 16	Medium/light duty pavements (local roads) - unsealed pavement	Cost recovery	Sq m	By quotation	Yes	10%	By quotation
2 - 17	Footpath/nature strip (min 1m <sup>2</sup> ) - asphalt/hot mix	Cost recovery	Sq m	By quotation	Yes	10%	By quotation
2 - 18	Footpath/nature strip (min 1m <sup>2</sup> ) - plain concrete up to 100mm	Cost recovery	Sq m	By quotation	Yes	10%	By quotation
2 - 19	Footpath/nature strip (min 1m <sup>2</sup> ) - plain concrete over 100mm	Cost recovery	m <sup>2</sup>	By quotation	Yes	10%	By quotation
2 - 20	Footpath/nature strip (min 1m <sup>2</sup> ) - pavers on concrete base	Cost recovery	m <sup>2</sup>	By quotation	Yes	10%	By quotation
2 - 21	Footpath/nature strip (min 1m <sup>2</sup> ) - pavers on all other bases	Cost recovery	m <sup>2</sup>	By quotation	Yes	10%	By quotation
2 - 22	Footpath/nature strip (min 1m <sup>2</sup> ) - grass/earth	Cost recovery	m <sup>2</sup>	By quotation	Yes	10%	By quotation
2 - 23	Footpath/nature strip (min 1m <sup>2</sup> ) - turf	Cost recovery	m <sup>2</sup>	By quotation	Yes	10%	By quotation

KEY DIRECTION 1 – OUR COMMUNITY							
ROADS							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
2 - 24	Footpath/nature strip request for cracker dust (box out, provide materials and compact area)	Cost recovery	m <sup>2</sup>	By quotation	Yes	10%	By quotation
2 - 25	Footpath/nature strip request for loam. Council to cover 50% of total cost of loam only	Cost recovery	m <sup>2</sup>	By quotation	Yes	10%	By quotation
2 - 26	Driveways - concrete 120mm	Cost recovery	m <sup>2</sup>	By quotation	Yes	10%	By quotation
2 - 27	Driveways - concrete 200mm	Cost recovery	m <sup>2</sup>	By quotation	Yes	10%	By quotation
2 - 28	Kerb and gutter including laybacks	Cost recovery	m <sup>2</sup>	By quotation	Yes	10%	By quotation
2 - 29	Saw cutting (road or footpath)	Cost recovery	m <sup>2</sup>	By quotation	Yes	10%	By quotation
2 - 30	Road carriageway and shoulders - asphalt seal	Cost recovery	Sq m	By quotation	Yes	10%	By quotation
2 - 31	Road carriageway and shoulders - asphalt seal and road base	Cost recovery	Sq m	By quotation	Yes	10%	By quotation
2 - 32	Road carriageway and shoulders - bitumen seal	Cost recovery	Sq m	By quotation	Yes	10%	By quotation
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	\$ 249.09	Yes	\$ 24.91	\$ 274.00
2 - 43	Escort fee - including removal of signs and reinstatements for wide loads	Cost recovery	Each	\$ 101.82	Yes	\$ 10.18	\$ 112.00
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	\$ 247.27	Yes	\$ 24.73	\$ 272.00
2 - 46	Hire of traffic controllers	Cost recovery	Hour	\$ 58.18	Yes	\$ 5.82	\$ 64.00
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



KEY DIRECTION 1 – OUR COMMUNITY							
BUILDINGS AND PROPERTY							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (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	\$ 71.82	Yes	\$ 7.18	\$ 79.00
3 - 2	Sturt Park Rotunda - casual community hire eg wedding ceremonies and pageants(exclusive use)	Cost recovery	Event	\$ 157.27	Yes	\$ 15.73	\$ 173.00
3 - 3	Sturt Park Rotunda - business and private function hire no entry fees (exclusive use)	Cost recovery	Event	\$ 261.82	Yes	\$ 26.18	\$ 288.00
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	\$ 31.82	Yes	\$ 3.18	\$ 35.00
3 - 5	Sturt Park Playground BBQ area including adjacent table setting - full day - casual community hire only (non exclusive use)	Cost recovery	Day	\$ 51.82	Yes	\$ 5.18	\$ 57.00
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	\$ 26.36	Yes	\$ 2.64	\$ 29.00
3 - 7	Sturt Park Playground undercover seating area - full day - casual community hire only (non exclusive use)	Cost recovery	Day	\$ 41.82	Yes	\$ 4.18	\$ 46.00
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	\$ 36.36	Yes	\$ 3.64	\$ 40.00
3 - 9	Sturt Park Playground open space area - near Beryl Street - full day - casual community hire only (non exclusive use)	Cost recovery	Day	\$ 62.73	Yes	\$ 6.27	\$ 69.00
3 - 10	Park - key deposit (refundable)	Cost recovery	Each	\$ 35.00	No	\$ -	\$ 36.00
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	\$ 75.45	Yes	\$ 7.55	\$ 83.00
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	\$ 74.55	Yes	\$ 7.45	\$ 82.00
3 - 18	Aged Persons Rest Centre hire - full day	Cost recovery	Day	\$ 147.27	Yes	\$ 14.73	\$ 162.00
3 - 19	Aged Persons Rest Centre - regular casual hire (hourly rate up to maximum daily rate)	Cost recovery	Hour	\$ 21.82	Yes	\$ 2.18	\$ 24.00
3 - 20	Aged Persons Rest Centre hire - charitable organisations - half day (four hours)	Cost recovery	Half day	\$ 49.09	Yes	\$ 4.91	\$ 54.00

KEY DIRECTION 1 – OUR COMMUNITY							
BUILDINGS AND PROPERTY							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
3 - 21	Aged Persons Rest Centre hire - charitable organisations - full day	Cost recovery	Day	\$ 99.09	Yes	\$ 9.91	\$ 109.00
<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	\$ 55.45	Yes	\$ 5.55	\$ 61.00
<b>3</b>	<b>Cemetery</b>						
3 - 23	Exclusive right of burial (required for all new casket and ashes burial)	Cost recovery	Each	\$ 710.91	Yes	\$ 71.09	\$ 782.00
3 - 24	Exclusive right and work permit (spare)	Cost recovery	Each	\$ 710.91	Yes	\$ 71.09	\$ 782.00
3 - 25	Exclusive right restoration of old graves (includes work permit) - graves older than 40 Years or prior to 1971	Cost recovery	Each	\$ 267.27	Yes	\$ 26.73	\$ 294.00
3 - 26	Weekday interment of casket into new grave or existing grave	Cost recovery	Each	\$ 1,088.18	Yes	\$108.82	\$ 1,197.00
3 - 27	Weekday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	\$ 343.64	Yes	\$ 34.36	\$ 378.00
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	\$ 171.82	Yes	\$ 17.18	\$ 189.00
3 - 29	Weekday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	\$ 343.64	Yes	\$ 34.36	\$ 378.00
3 - 30	Weekday interment of ashes (adult or child) - new plot	Cost recovery	Each	\$ 476.36	Yes	\$ 47.64	\$ 524.00
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	\$ 239.09	Yes	\$ 23.91	\$ 263.00
3 - 32	Saturday interment of casket into new grave or existing grave	Cost recovery	Each	\$ 1,621.82	Yes	\$162.18	\$ 1,784.00
3 - 33	Saturday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	\$ 477.27	Yes	\$ 47.73	\$ 525.00
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	\$ 239.09	Yes	\$ 23.91	\$ 263.00
3 - 35	Saturday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	\$ 477.27	Yes	\$ 47.73	\$ 525.00
3 - 36	Saturday interment of ashes (adult or child) - new plot	Cost recovery	Each	\$ 668.18	Yes	\$ 66.82	\$ 735.00
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	\$ 333.64	Yes	\$ 33.36	\$ 367.00
3 - 38	Outside interment hours interment of casket - additional fee	Cost recovery	Each	\$ 820.00	Yes	\$ 82.00	\$ 902.00
3 - 39	Outside interment hours interment of ashes - additional fee	Cost recovery	Each	\$ 458.18	Yes	\$ 45.82	\$ 504.00
3 - 40	Oversize plot requested - additional fee	Cost recovery	Each	\$ 205.45	Yes	\$ 20.55	\$ 226.00
3 - 41	Pre-selected spare grave - additional fee	Cost recovery	Each	\$ 138.18	Yes	\$ 13.82	\$ 152.00
3 - 42	Pre-selected spare niche - additional fee	Cost recovery	Each	\$ 138.18	Yes	\$ 13.82	\$ 152.00
3 - 43	Reopen - slab removal for casket	Cost recovery	Each	\$ 348.18	Yes	\$ 34.82	\$ 383.00

KEY DIRECTION 1 – OUR COMMUNITY							
BUILDINGS AND PROPERTY							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
3 - 44	Reopen - slab removal for ashes	Cost recovery	Each	\$ 171.82	Yes	\$ 17.18	\$ 189.00
3 - 45	Reopen for interment of ashes at the head end or foot end of a grave if feasible	Cost recovery	Each	\$ 171.82	Yes	\$ 17.18	\$ 189.00
3 - 46	Vault reopen	Cost recovery	Each	\$ 339.09	Yes	\$ 33.91	\$ 373.00
3 - 47	Work permit (required for any work conducted on site by a monumental mason)	Cost recovery	Each	\$ 171.82	Yes	\$ 17.18	\$ 189.00
3 - 48	Relocation within cemetery/exhumation	Cost recovery	Hour or part thereof	\$ 424.55	Yes	\$ 42.45	\$ 467.00
3 - 49	Reopen for vacancy confirmation (charged if not vacant)	Cost recovery	Hour or part thereof	\$ 424.55	Yes	\$ 42.45	\$ 467.00
3 - 50	Late interment notice for next day interment (Monday – Friday after 2pm, Saturday, Sunday, public holiday)	Cost recovery	Each	\$ 196.36	Yes	\$ 19.64	\$ 216.00
3 - 51	Search of cemetery records - minimum charge of \$15.00	Cost recovery	Hour or part thereof	\$ 57.27	Yes	\$ 5.73	\$ 63.00

KEY DIRECTION 1 – OUR COMMUNITY							
PARKS AND RECREATIONAL FACILITIES							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
<b>4 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	\$ 200.91	Yes	\$ 20.09	\$ 221.00
4 - 4	Alma Oval - without canteen	Third party	Day	\$ 171.82	Yes	\$ 17.18	\$ 189.00
4 - 5	Alma Oval - canteen electrical (access canteen electrical appliances)	Third party	Day	\$ 51.82	Yes	\$ 5.18	\$ 57.00
4 - 6	Alma Public School	Third party	Year	\$ 438.18	Yes	\$ 43.82	\$ 482.00
4 - 7	Broken Hill Football League	Third party	Year	\$ 774.55	Yes	\$ 77.45	\$ 852.00
4 - 8	Broken Hill Cricket League	Third party	Game	\$ -	Yes	10%	20% of gate takings or \$56.00 which ever is greater
4 - 9	South Football Club	Third party	Year	\$ 1,473.64	Yes	\$ 147.36	\$ 1,621.00
<b>4 Bill Renfrew Sportsground</b>							
4 - 10	West Football Club	Third party	Year	\$ 668.18	Yes	\$ 66.82	\$ 735.00
4 - 11	Broken Hill All Breeds Obedience Dog Club	Third party	Year	\$ 405.45	Yes	\$ 40.55	\$ 446.00
4 - 12	West Cricket Club	Third party	Year	\$ 339.09	Yes	\$ 33.91	\$ 373.00
4 - 13	Other organisations/groups	Third party	Day	\$ 61.82	Yes	\$ 6.18	\$ 68.00
<b>4 E.T. Lamb Memorial Oval</b>							
4 - 14	Broken Hill South Cricket Club - training two days on nets per week/season	Third party	Season	\$ 190.91	Yes	\$ 19.09	\$ 210.00
4 - 15	Softball club - training (once per week)	Third party	Season	\$ 80.91	Yes	\$ 8.09	\$ 89.00
4 - 16	Soccer club – training (once per week)	Third party	Season	\$ 80.91	Yes	\$ 8.09	\$ 89.00
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	\$ 261.82	Yes	\$ 26.18	\$ 288.00
4 - 19	Country Rugby League - senior training	Third party	Season	\$ 314.55	Yes	\$ 31.45	\$ 346.00
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	\$ 30.91	Yes	\$ 3.09	\$ 34.00
<b>4 Memorial Oval</b>							
4 - 22	Broken Hill Harness Racing Club - bar canteen rental	Third party	Month	\$ 305.45	Yes	\$ 30.55	\$ 336.00
4 - 23	Broken Hill Harness Racing Club - race meetings	Third party	Night	\$ 925.45	Yes	\$ 92.55	\$ 1,018.00
4 - 24	Trials - day	Third party	Each	\$ 110.00	Yes	\$ 11.00	\$ 121.00
4 - 25	Trials - night	Third party	Each	\$ 252.73	Yes	\$ 25.27	\$ 278.00
4 - 26	Broken Hill Football League	Third party	Year	\$ 763.64	Yes	\$ 76.36	\$ 840.00

KEY DIRECTION 1 – OUR COMMUNITY							
PARKS AND RECREATIONAL FACILITIES							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
4 - 27	Central Football Club (power additional)	Third party	Year	\$ 2,357.27	Yes	\$ 235.73	\$ 2,593.00
4 - 28	Combined dog clubs	Third party	Day	\$ 196.36	Yes	\$ 19.64	\$ 216.00
4 - 29	SCPAA - Silver City Show - pre-show days (4) (power additional)	Third party	Day	\$ 167.27	Yes	\$ 16.73	\$ 184.00
4 - 30	SCPAA - Silver City Show - show days (4) (power additional)	Third party	Day	\$ 830.00	Yes	\$ 83.00	\$ 913.00
4	<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	\$ 190.91	Yes	\$ 19.09	\$ 210.00
4 - 33	School carnivals - half day (9am-12pm or 12pm-3pm)	Third party	Day	\$ 129.09	Yes	\$ 12.91	\$ 142.00
4 - 34	Community events hire (no tickets or entry fees)	Third party	Day	\$ 313.64	Yes	\$ 31.36	\$ 345.00
4 - 35	Commercial events hire (tickets and entry fees applicable)	Third party	Day	\$800 Hire fee plus 5% ticket sales	Yes	\$ 80.00	\$818 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	\$ 600.91	Yes	\$ 60.09	\$ 661.00
<b>4</b>	<b>Norm Fox Sporting Complex</b>						
4 - 38	Barrier District Cricket League	Third party	Year	\$ 686.36	Yes	\$ 68.64	\$ 755.00
4 - 39	Senior and junior baseball (% of power additional)	Third party	Year	\$ 954.55	Yes	\$ 95.45	\$ 1,050.00
4 - 40	Hockey (% of power additional)	Third party	Year	\$ 954.55	Yes	\$ 95.45	\$ 1,050.00
4 - 41	Primary hardball	Third party	Year	\$ 686.36	Yes	\$ 68.64	\$ 755.00
4 - 42	Schools hire fee	Third party	Person	\$ 2.73	Yes	\$ 0.27	\$ 3.00
4 - 43	Special events – oval hire	Third party	Day	\$ 85.45	Yes	\$ 8.55	\$ 94.00
4 - 44	Special events – oval and clubrooms	Third party	Day	\$ 243.64	Yes	\$ 24.36	\$ 268.00
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	\$ 405.45	Yes	\$ 40.55	\$ 446.00
4 - 47	Bond - all organisations (refundable)	Third party	Season	\$ 110.00	Yes	\$ 11.00	\$ 121.00
<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	\$ 634.55	Yes	\$ 63.45	\$ 698.00
4 - 51	BIU Band Inc	Third party	Year	\$ 618.18	Yes	\$ 61.82	\$ 680.00
4 - 52	Broken Hill Civic Orchestra	Third party	Night	\$ 32.73	Yes	\$ 3.27	\$ 36.00

KEY DIRECTION 1 - OUR COMMUNITY							
PARKS AND RECREATIONAL FACILITIES							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
4 - 53	Hire fee (9am - 12pm)	Third party	Each	\$ 325.45	Yes	\$ 32.55	\$ 358.00
4 - 54	Hire fee (9am - 12pm) Small music functions - Less than 35 People	Third party	Each	\$ 71.82	Yes	\$ 7.18	\$ 79.00
4 - 55	Deposit (refundable)	Third party	Each	\$ 115.00	No	\$ -	\$ 118.00
4 - 56	Hire fee - prior day access (minimum two hours)	Third party	Hour	\$ 28.18	Yes	\$ 2.82	\$ 31.00

KEY DIRECTION 2 - OUR ECONOMY							
TOURISM							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
<b>5</b>	<b>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</b>	<b>Film Broken Hill</b>						
5 - 8	Film permit - processing fee (Not for profit/students)	Community service	Each		No	\$ -	No Charge
5 - 9	Film permit - processing fee (Commercial Films)	Cost recovery	Each	-	Yes	10%	\$ 100.00
5 - 10	Film permit - road closures	Cost recovery	Each	By Quotation	Yes	10%	By Quotation
5 - 11	Traffic management plan (per plan per location)	Cost recovery	Each	By Quotation	Yes	10%	By Quotation

KEY DIRECTION 2 - OUR ECONOMY							
EVENTS AND CONFERENCES							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
<b>6</b>	<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	\$ 499.90	Yes	10%	\$ 500.00
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	\$ 72.73	Yes	\$ 7.27	\$ 80.00
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	\$ 104.55	Yes	\$ 10.45	\$ 115.00
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



KEY DIRECTION 2 - OUR ECONOMY							
EVENTS AND CONFERENCES							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
6 - 33	Ticket commission Council venue	Market price	Ticket	10% of ticket price	Yes	10%	10% of ticket price
6 - 34	Ticket commission non Council venue	Market price	Ticket	10% of ticket price	Yes	10%	12% of ticket price
6 - 35	Ticket commission Not for Profit Organisation	Market price	Ticket	10% of ticket price	Yes	10%	5% of ticket price
6 - 36	Ticket printing fee	Cost recovery	Ticket	\$ 1.82	Yes	\$ 0.18	\$2.00
6 - 37	Merchandise sales	Market price	Event	10% Gross	Yes	10%	10% Gross
6 - 38	Civic Centre bar - commercial	Market price	Per event	100% sales to Civic Centre	Yes	10%	100% sales to Civic Centre
6 - 39	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 - 40	Breakages	Market price	Each	Actual Cost	Yes	10%	Actual Cost
6 - 41	Testing and tagging of equipment	Market price	Per item	\$ 9.09	Yes	\$ 0.91	\$ 10.00
6 - 42	Three phase power - external connection only	Market price	Per day	At cost plus 12.5%	Yes	10%	At cost plus 12.5%
6 - 43	Laptop computer (own Laptop)	Market price	Per day	\$ 50.00	Yes	\$ 5.00	\$ 55.00
6 - 44	Data projector and screen - portable only	Market price	Per day	\$ 50.00	Yes	\$ 5.00	\$ 55.00
6 - 45	Special external equipment hire (includes administration fee)	Market price	Per event	Actual Cost plus 12.5%	Yes	10%	Actual Cost plus 12.5%
6 - 46	Streaming/data upload	Market price	Per day	\$ 90.91	Yes	\$ 9.09	\$ 100.00
6 - 47	Civic Centre teleconferencing	Market price	Hour	\$ 50.00	Yes	\$ 5.00	\$ 55.00
6 - 48	Smoke machine	Market price	Session	\$ 40.91	Yes	\$ 4.09	\$ 45.00
6 - 49	Steinway piano	Market price	Booking	\$ 250.00	Yes	\$ 25.00	\$ 275.00
6 - 50	Tea and coffee service 1 - 50 people	Cost recovery	Booking	\$ 125.00	Yes	\$ 12.50	\$ 137.50
6 - 51	Tea and coffee service 51 - 100 people	Cost recovery	Booking	\$ 200.00	Yes	\$ 20.00	\$ 220.00
6 - 52	Tea, coffee and biscuits (continuous) 100 plus people	Cost recovery	Booking	\$ -	Yes	10%	POA
6 - 53	Plate Up Kitchen	Cost recovery	Booking	\$ 100.00	Yes	\$ 10.00	\$ 110.00
6 - 54	Crockery Hire 1-50 people	Cost recovery	Booking	\$ 51.82	Yes	\$ 5.18	\$ 57.00
6 - 55	Crockery Hire 51-100 people	Cost recovery	Booking	\$ 103.64	Yes	\$ 10.36	\$ 114.00
6 - 56	Crockery Hire 100 plus people	Cost recovery	Booking	\$ -	Yes	10%	POA
6 - 57	Box Office Set Up Non Council Venue	Cost recovery	Cost recovery	51.82 plus 12% commission	Yes	10%	\$ 114.00
6 - 58	Box Office Set Up Council Venue	Cost recovery	Cost recovery	51.82 plus 10% commission	Yes	10%	\$ 114.00

KEY DIRECTION 2 - OUR ECONOMY							
EVENTS AND CONFERENCES							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
6 - 59	Box Office Set Up Not for Profit Organisation	Cost recovery	Cost recovery	51.82 plus 5% commission	Yes	10%	\$ 114.00

KEY DIRECTION 2 - OUR ECONOMY							
AIRPORT							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
<b>7</b>	<b>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)
7 - 3	Up to 2500kg maximum take-off weight (MTOW) - account	Cost recovery	per landing	\$ 15.91	Yes	\$ 1.59	\$ 17.50
7 - 4	2501kg to 5000kg maximum take-off weight (MTOW) - account	Cost recovery	per tonne	\$ 15.91	Yes	\$ 1.59	\$ 17.50
7 - 5	5001kg to 15000kg MTOW - account	Cost recovery	per tonne	\$ 27.27	Yes	\$ 2.73	\$ 30.00
7 - 6	15001kg plus MTOW	Cost recovery	per tonne	\$ 40.91	Yes	\$ 4.09	\$ 45.00
7 - 7	Military aircraft	Cost recovery	per tonne	\$ 16.69	Yes	1.66869	\$ 18.36
7 - 8	Military helicopters	Cost recovery	per tonne	\$ 8.34	Yes	0.83382	\$ 9.17
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
7 - 10	Operator offering pilot training as major part of operation	Community service	per tonne	33% of Fee	Yes	10%	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
7 - 12	Aircraft deployed by Emergency Services (excl RFDS) responding to emergency	Community service	per tonne	No Charge	Yes	10%	No Charge

KEY DIRECTION 2 - OUR ECONOMY							
AIRPORT							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
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
7 - 14	Hire of pilots meeting room by pilots engaged in RPT	Community service	per hour	No Charge	Yes	10%	No Charge
7 - 14	Airport Reporting Officer supervision airside	Cost recovery	per hour	\$ 109.09	Yes	\$ 10.91	\$ 120.00
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
7 - 16	Royal Flying Doctor Service	Community service	per tonne	50% of Fee	Yes	10%	50% of Fee
<b>7</b>	<b>Aircraft Parking Area</b>						
7 - 17	Aircraft parking allotments – exclusive of landing fees	Cost recovery	Month	\$ 40.91	Yes	\$ 4.09	\$ 45.00
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 \$5.45 for each subsequent day	Yes	10%	\$10 first day \$6 for each subsequent 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

KEY DIRECTION 3 - OUR ENVIRONMENT							
LIVING DESERT							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
<b>8</b>	<b>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</b>	<b>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</b>	<b>Primitive 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</b>	<b>Function Hire</b>						
8 - 10	Up to 100 persons	Cost recovery	Function	\$ 107.27	Yes	\$ 10.73	\$ 118.00
8 - 11	101 - 250 persons	Cost recovery	Function	\$ 264.55	Yes	\$ 26.45	\$ 291.00
8 - 12	251 persons and above	Cost recovery	Function	\$ 524.55	Yes	\$ 52.45	\$ 577.00
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	\$ 55.45	Yes	\$ 5.55	\$ 61.00
<b>8</b>	<b>WILLYAMA COMMON</b>						
<b>8</b>	<b>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</b>	<b>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</b>	<b>Enrolment</b>						
8 - 22	Application for enrolment as a commoner	Cost recovery	Each	\$ 14.55	Yes	\$ 1.45	\$ 16.00

KEY DIRECTION 3 - OUR ENVIRONMENT							
LIVING DESERT							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
8 - 23	Notice of Appeal - local land board against refusal of application for enrolment	Cost recovery	Each	\$ 50.91	Yes	\$ 5.09	\$ 56.00

KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (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

KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
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
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	\$ 455.00	No	\$ -	\$455 or as per items 10-2 to 10-8, whichever is the lesser
<b>10</b>	<b>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</b>	<b>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



KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
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)
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

KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
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

KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 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

KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
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)
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)
<b>10</b>	<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

KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
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
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</b>	<b>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

KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
<b>10</b>	<b>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</b>	<b>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</b>	<b>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	\$ 185.45	Yes	\$ 18.55	\$ 204.00
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	\$ 279.09	Yes	\$ 27.91	\$ 307.00

KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 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	\$ 360.00	Yes	\$ 36.00	\$ 396.00
10 - 64	New Dwelling (includes up to five inspections and one Occupation Certificate application)	Market price	Cost Recovery	\$ 446.36	Yes	\$ 44.64	\$ 491.00
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	\$ 292.73	Yes	\$ 29.27	\$ 322.00
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	\$ 418.18	Yes	\$ 41.82	\$ 460.00
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	\$ 464.55	Yes	\$ 46.45	\$ 511.00
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	\$ 627.27	Yes	\$ 62.73	\$ 690.00
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	\$ 836.36	Yes	\$ 83.64	\$ 920.00
10 - 70	Additional Inspection	Market price	Cost Recovery	\$ 83.64	Yes	\$ 8.36	\$ 92.00
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	\$ 185.45	Yes	\$ 18.55	\$ 204.00
<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	\$ 118.18	Yes	\$ 11.82	\$ 130.00
10 - 76	Critical Stage inspection where Council is not PCA	Market price	Hour	\$ 139.09	Yes	\$ 13.91	\$ 153.00
<b>10</b>	<b>Lodgement 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>						

KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
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
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</b>	<b>Certificates as to Notices / Orders</b>						
10 - 92	Local Government Act 1993, S735(A) certificate application	Cost recovery	Each	\$ 73.00	No	\$ -	\$ 73.00



KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
10	<b>OTHER - PLANNING, BUILDING AND COMPLIANCE</b>						
10	<b>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	\$ 557.00	No	\$ -	\$ 557.00
10 - 94	Additional inspection for Manufactured home, moveable dwelling or associated structure	Cost recovery	Each	\$ 84.00	No	\$ -	\$ 84.00
10	<b>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
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
10	<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
10	<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

KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
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 <i>Swimming Pools Act 1992</i>	Statutory	Each	\$ 250.00	No	\$ -	\$ 250.00
10 - 113	Registration - S30B <i>Swimming Pools Act 1992</i>	Statutory	Each	\$ 10.00	No	\$ -	\$ 10.00
10 - 114	Public pool registration fee - S35(2) <i>Public Health Act 2010</i>	Statutory	Each	\$ 100.00	No	\$ -	\$ 100.00
10 - 115	Public Swimming Pool Inspection - <i>Public Health Act 2010</i>	Cost recovery	Each	\$ 78.00	No	\$ -	\$ 78.00
10 - 116	Swimming Pool Safety signage (CPR Charts)	Cost recovery	Each	\$ 23.64	Yes	\$ 2.36	\$ 26.00
<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
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

KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
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 198 5 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

KEY DIRECTION 3 - OUR ENVIRONMENT							
PLANNING, DEVELOPMENT AND COMPLIANCE							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
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
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

KEY DIRECTION 3 - OUR ENVIRONMENT							
CULTURAL SERVICES							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
<b>11</b>	<b>Albert Kersten Mining &amp; Minerals Museum</b>						
11 - 1	Admission - Gold Coin Donation	Community Service	Each	Entry by donation	No	\$ -	Entry by donation
11 - 2	Hire Fee - Albert Kersten Mining & Minerals Museum - Exhibition Hall	Cost recovery	Day	POA	Yes	10%	POA
<b>11</b>	<b>Broken Hill Regional Art Gallery</b>						
11 - 3	Admissions - (donation box available)	Community Service	Each	Entry by donation	No	\$ -	Entry by donation
11 - 4	Membership - One year adult	Cost recovery	Each	\$ 38.18	Yes	\$ 3.82	\$ 42.00
11 - 5	Membership - Two year adult	Cost recovery	Each	\$ 68.18	Yes	\$ 6.82	\$ 75.00
11 - 6	Membership - One year family with children under 18 years	Cost recovery	Year	\$ 72.73	Yes	\$ 7.27	\$ 80.00
11 - 7	Membership - Two year family with children under 18 years	Cost recovery	Year	\$ 127.27	Yes	\$ 12.73	\$ 140.00
11 - 8	Membership - Student and concession	Cost recovery	Year	\$ 29.09	Yes	\$ 2.91	\$ 32.00
11 - 9	Membership - Two year student and concession	Cost recovery	Year	\$ 54.55	Yes	\$ 5.45	\$ 60.00
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	\$ 40.91	Yes	\$ 4.09	\$ 45.00
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

KEY DIRECTION 3 - OUR ENVIRONMENT							
WASTE MANAGEMENT							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 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>						
	<b>Mixed waste, household waste, builders waste, mining waste excluding specific category waste listed below:</b>						
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	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	\$ 363.64	Yes	\$ 36.36	\$ 400.00
	<b>Loader, tractor or mining tyres will not be accepted.</b>						
12 - 23	Offal/meat products/bones	Cost recovery	Per Tonne	\$ 70.00	Yes	\$ 7.00	\$ 77.00
12 - 24	Dead animals - large	Cost recovery	Per animal	\$ 50.91	Yes	\$ 5.09	\$ 56.00
12 - 25	Dead animals - medium	Cost recovery	Per animal	\$ 23.64	Yes	\$ 2.36	\$ 26.00
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	\$ 286.36	Yes	\$ 28.64	\$ 315.00
12 - 27	Broken Hill Hospital - (FWLHD) - disposal each additional 10 bags or part thereof	Cost recovery	Week	\$ 64.55	Yes	\$ 6.45	\$ 71.00

KEY DIRECTION 3 - OUR ENVIRONMENT							
WASTE MANAGEMENT							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
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
<b>12</b>	<b>Waste Services</b>						
12 - 30	Garbage removal - Domestic Administration \$496	Cost recovery	Year	\$ 47.00	No	\$ -	\$ 49.00
12 - 31	Garbage removal - Domestic per bin \$502	Cost recovery	Year	\$ 273.00	No	\$ -	\$ 282.00
12 - 32	Garbage removal - Commercial three MGBs	Cost recovery	Year	\$ 406.00	No	\$ -	\$ 419.00
12 - 33	Garbage removal - Commercial 600 Litre Bin	Cost recovery	Year	\$ 373.00	No	\$ -	\$ 385.00
12 - 34	Garbage removal - Cardboard 600 Litre Bin	Cost recovery	Year	\$ 373.00	No	\$ -	\$ 385.00
12 - 35	Garbage removal - Commercial (additional MGB)	Cost recovery	Year	\$ 144.00	No	\$ -	\$ 149.00
12 - 36	Trade Waste Lease (per bin) Plus Trade Waste Service Fee	Cost recovery	Year	\$ 573.64	Yes	\$ 57.36	\$ 631.00
12 - 37	Trade Waste - Trade Waste Service (Single Bin) – 1.5m <sup>3</sup>	Cost recovery	Service	\$ 48.18	Yes	\$ 4.82	\$ 53.00
12 - 38	Trade Waste - Trade Waste Service (Single Bin) – 2m <sup>3</sup>	Cost recovery	Service	\$ 50.91	Yes	\$ 5.09	\$ 56.00
12 - 39	Trade Waste - Trade Waste Service (Single Bin) – 3m <sup>3</sup>	Cost recovery	Service	\$ 54.55	Yes	\$ 5.45	\$ 60.00
12 - 40	Trade Waste - Trade Waste Service (Multiple Bins) – 1.5m <sup>3</sup>	Cost recovery	Service	\$ 42.73	Yes	\$ 4.27	\$ 47.00
12 - 41	Trade Waste - Trade Waste Service (Multiple Bins) – 2m <sup>3</sup>	Cost recovery	Service	\$ 48.18	Yes	\$ 4.82	\$ 53.00
12 - 42	Trade Waste - Trade Waste Service (Multiple Bins) – 3m <sup>3</sup>	Cost recovery	Service	\$ 50.91	Yes	\$ 5.09	\$ 56.00
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
12 - 44	Special Trade Waste Service - single bin hire rate per week or part thereof	Cost recovery	Service	\$ 181.82	Yes	\$ 18.18	\$ 200.00
12 - 45	Special Trade Waste Service - single bin hire rate per month or part thereof	Cost recovery	Service	\$ 237.27	Yes	\$ 23.73	\$ 261.00
12 - 46	Special Trade Waste Service - single bin service rate – per service	Cost recovery	Service	\$ 55.45	Yes	\$ 5.55	\$ 61.00
12 - 47	Special Trade Waste Service - cleaning fee per bin	Cost recovery	Service	\$ 64.55	Yes	\$ 6.45	\$ 71.00
12 - 48	Cardboard collection/additional service/per service (600 litre bin)	Cost recovery	Service	\$ 30.00	Yes	\$ 3.00	\$ 33.00
12 - 49	Trade Waste - service fee (cardboard collection) - 2m <sup>3</sup>	Cost recovery	Service	\$ 40.00	Yes	\$ 4.00	\$ 44.00
12 - 50	Trade Waste - service fee (cardboard collection) - 3m <sup>3</sup>	Cost recovery	Service	\$ 42.73	Yes	\$ 4.27	\$ 47.00
12 - 51	Paper shredding - hourly rate	Cost recovery	Service	\$ 103.64	Yes	\$ 10.36	\$ 114.00
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	\$ 3,027.27	Yes	\$ 302.73	\$ 3,330.00
12 - 53	Minor - community events including supply and servicing of a maximum of five dumper bins and 50 MGBs	Cost recovery	Service	\$ 1,810.91	Yes	\$ 181.09	\$ 1,992.00

KEY DIRECTION 3 - OUR ENVIRONMENT							
WASTE MANAGEMENT							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
12 - 54	Other community events including provision of MGBs and dumper bins	Cost recovery	Service	By Quotation	Yes	10%	By Quotation
12 - 55	Chemical toilet - \$502 annual fee (domestic entitled to one pump service/month)	Cost recovery	Year	\$ 1,292.73	Yes	\$ 129.27	\$ 1,422.00
12 - 56	Chemical toilet - special pump out services	Cost recovery	Each	\$ 110.00	Yes	\$ 11.00	\$ 121.00
12 - 57	Placement of container/skip bins on public spaces - annual permit	Cost recovery	Service	\$ 1,640.91	Yes	\$ 164.09	\$ 1,805.00
12 - 58	Use of machinery and labour for excavation, stockpiling and providing cover	Cost recovery	Hour	\$ 332.73	Yes	\$ 33.27	\$ 366.00
12 - 59	MGB Replacement Charge - Garden Organics Green Bio Insert (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	\$ 65.45	Yes	\$ 6.55	\$ 72.00
12 - 60	MGB Replacement Charge (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	\$ 62.73	Yes	\$ 6.27	\$ 69.00
12 - 61	MGB Additional Service Charge	Cost recovery	Service	-	Yes	10%	\$ 25.00



KEY DIRECTION 4 - OUR LEADERSHIP							
POLICY, PLANNING AND ADMINISTRATION							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 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

KEY DIRECTION 4 - OUR LEADERSHIP							
POLICY, PLANNING AND ADMINISTRATION							
Item No	Particulars	Pricing Policy ID	Basis	2020/21 Fees (ex GST)	GST Applicable	GST	2020/21 Fees (inc GST)
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	<b>Hire Fees</b>						
13 - 33	Council Chambers - Full Day	Cost recovery	Day	\$ 340.91	Yes	\$ 34.09	\$ 375.00
13 - 34	Additional Service surcharge (Meeting room/Council Chamber) (additional to Hire Fee)	Cost recovery	Each	\$ 50.00	Yes	\$ 5.00	\$ 55.00
13	<b>Subpoenas and Summons</b>						
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

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	\$ 4.55	Yes	\$ 0.45	\$ 5.00
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	\$ 4.55	Yes	\$ 0.45	\$ 5.00
14 - 7	Spectator	Third Party	Each	\$ 2.27	Yes	\$ 0.23	\$ 2.50
14 - 8	School PE Casual Visit	Third Party	Each	\$ 4.55	Yes	\$ 0.45	\$ 5.00
14 - 9	YMCA Swimming Lessons (Group)	Third Party	Each	\$ 13.64	Yes	\$ 1.36	\$ 15.00
14 - 10	YMCA Swimming Lessons (Cost Recovery)	Third Party	Each	\$ 40.91	Yes	\$ 4.09	\$ 45.00
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	\$ 41.82	Yes	\$ 4.18	\$ 46.00
14 - 15	Multi x 20	Third Party	20	\$ 76.36	Yes	\$ 7.64	\$ 84.00
14 - 16	Multi x 10 - Concession	Third Party	10	\$ 39.09	Yes	\$ 3.91	\$ 43.00
14 - 17	Multi x 20 - Concession	Third Party	20	\$ 70.91	Yes	\$ 7.09	\$ 78.00
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%	\$250.00 first hour and \$150 each additional hour

BROKEN HILL REGIONAL AQUATIC CENTRE							
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 and \$150 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

## EXTRAORDINARY MEETING OF THE COUNCIL

June 1, 2020

**ITEM 2****BROKEN HILL CITY COUNCIL REPORT NO. 90/20****SUBJECT:**                    **DRAFT LONG TERM FINANCIAL PLAN 2021-2030**                    **16/165****Recommendation**

1. That Broken Hill City Council Report No. 90/20 dated June 1, 2020, be received.
2. That Council adopts the Draft Long Term Financial Plan 2021-2030 as a Strategic document of Council.

**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.

Council endorsed the Draft Long Term Financial Plan, at its Ordinary Meeting held 27 May 2020 (Minute Number 46259), for the purpose of public exhibition for a 28-day period.

The public exhibition period closed 25 June 2020 during which time Council received one submission from the public.

Council received one submission from the public, which requested that funding be allocated to employ an Economic Development Officer to review and implement a population strategy for Broken Hill. Council is currently not in a position where it can add additional positions to the structure without affecting its long-term financial sustainability or, reducing service delivery to the community.

That said, whilst there is not a position formally titled 'Economic Development Officer' in Councils current structure, the functions of Economic Development are carried out through the City Growth Coordinator and General Manager's Office in conjunction with Councils economic development key direction working group. These functions, as endorsed by Broken Hill City Council, are focused on developing long term strategies and policy positions aimed at securing the long-term future of the City of Broken Hill. This year's proposed budget is focused more than ever on Broken Hill's growth and development. The Future Proof Scenario is underpinned by investing in community infrastructure, to create and retain employment in Broken Hill, stimulate the economy and improve the liveability and amenities of the City; therefore encouraging population growth through job creation.

The Draft Long Term Financial Plan 2021-2030 is now presented to Council for consideration of adoption.

### **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 2026 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 2026.
- Capital works reduced to protect Council's cash reserves.
- With limited capital works, staff will be funded from the operating budget and will be unsustainable. This may result in staff reductions.
- Inefficient operating model.
- Borrowings remain the same.
- Reduced service delivery and infrastructure to the community.

## **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.
- With limited capital works, staff will be funded from the operating budget and will be unsustainable. This may result in staff reductions.
- Inefficient operating model.
- Borrowings remain the same.
- Some key financial ratios and OLG benchmarks will not be met in the short term.
- Reduced service delivery and infrastructure to the community

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.

Council endorsed the Draft Long Term Financial Plan at its Ordinary Meeting held 27 May 2020 and placed them on public exhibition period closing 25 June 2020. During the public exhibition period Council received one submission from the public.

Council received one submission from the public, which requested that funding be allocated to employ an Economic Development Officer to review and implement a population strategy for Broken Hill. Council is currently not in a position where it can add additional positions to the structure without affecting its long-term financial sustainability or, reducing service delivery to the community.

That said, whilst there is not a position formally titled 'Economic Development Officer' in Councils current structure, the functions of Economic Development are carried out through the City Growth Coordinator and General Manager's Office in conjunction with Councils economic development key direction working group. These functions, as endorsed by Broken Hill City Council, are focused on developing long term strategies and policy positions aimed at securing the long-term future of the City of Broken Hill. This year's proposed budget is focused more than ever on Broken Hill's growth and development. The Future Proof Scenario is underpinned by investing in community infrastructure, to create and retain employment in Broken Hill, stimulate the economy and improve the liveability and amenities of the City; therefore encouraging population growth through job creation.

The Draft Long Term Financial Plan 2021-2030 is now presented to Council for consideration of adoption.

### **Community Engagement:**

The Long-Term Financial Plan was placed on public display for 28 days closing 25 June 2020.

### **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		
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	
FUNCTION	Financial Management	
FILE REFERENCE	16/165	EDRMS NUMBER D20/19911
RESPONSIBLE OFFICER	Chief Financial Officer	
REVIEW DATE	June 2021	
ORGANISATION	Broken Hill City Council	
PHONE NUMBER	08 8080 3300	
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au	
DATE	ACTION	MINUTE NO.
April 2020	Document Developed	N/A
27 May 2020	Public Exhibition	46259
NOTES	Images sourced from Council's Image Library © Copyright Broken Hill City Council 2017	
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Delivery Program 2020/2022 incorporating Operational Plan 2020/2021 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.



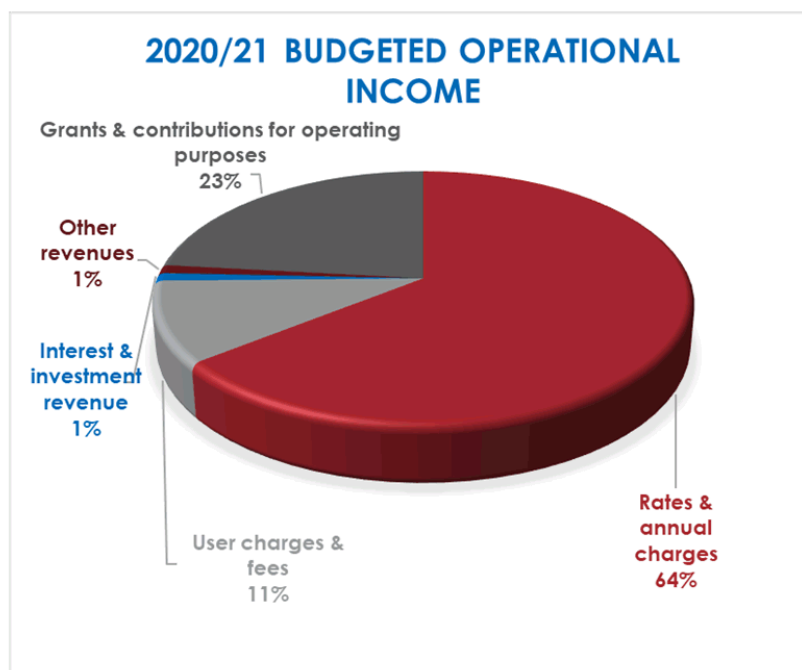
## FINANCIAL POSITION

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**

Item	Assumption	Comment
Rate Increase	2.6%	Ipact 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	0% from 1 July 2020 – 31 December 2020. 7% thereafter.	6% above the Reserve Bank cash rate. (section 566(3) of the <i>Local Government Act 1993</i> )
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**

Item	Assumption	Comment
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

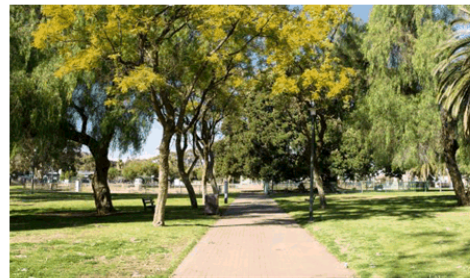
Although operational efficiencies alone are unlikely to provide the level of additional funding required to achieve financial sustainability, there is scope to improve Council's financial position, by undertaking a full review of operations. This includes reviewing the organisational structure and business 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

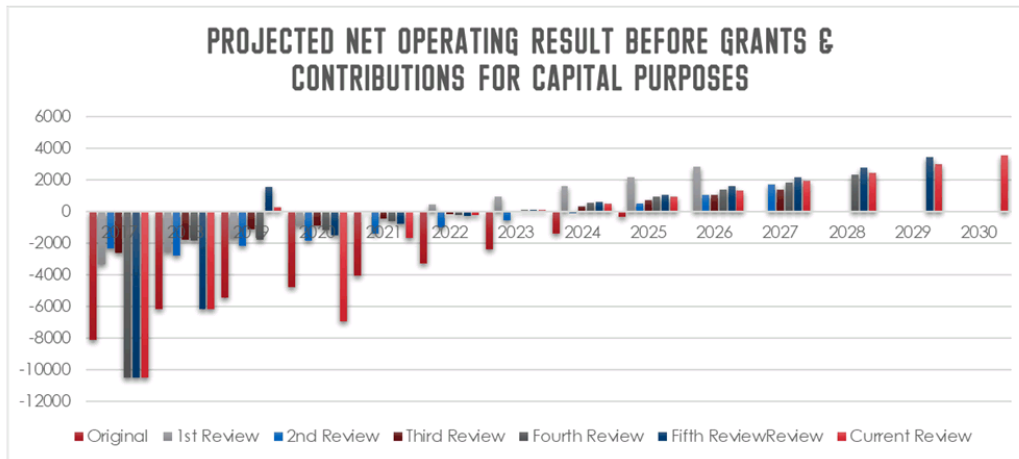
On 25 June 2014, Council endorsed a Balanced Scenario to ensure financial sustainability and to strengthen Council to serve the community of Broken Hill, into the future.

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.

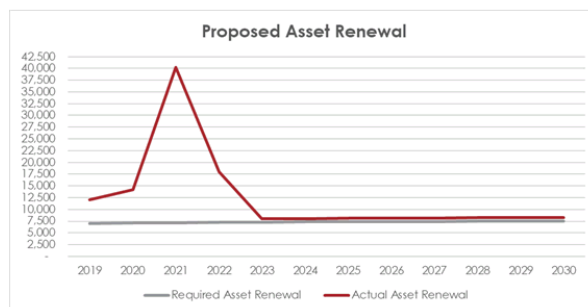
This has strengthened Council's financial position; however, further improvements can only be made by adjusting service levels to the community, to a more realistic and feasible level.

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 and 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	Q3 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	18,354	18,639	19,124	19,621	20,131	20,654	21,191	21,742	22,308	22,888	23,483
User charges & fees	3,840	11,125	2,892	3,011	4,104	4,206	4,312	4,419	4,530	4,643	4,759	4,878	5,000
Interest & investment revenue	924	1,548	192	286	582	601	640	688	752	956	1,064	1,191	1,337
Other revenues	518	685	439	305	435	446	457	469	481	493	505	518	530
Grants & contributions for operating purposes	6,283	6,272	6,613	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	3,550	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>32,040</b>	<b>58,991</b>	<b>44,119</b>	<b>35,147</b>	<b>36,017</b>	<b>36,918</b>	<b>37,855</b>	<b>38,953</b>	<b>39,977</b>	<b>41,043</b>	<b>42,150</b>
<b>Expenses from Continuing Operations</b>													
Employee benefits & costs	13,748	14,235	13,841	12,707	13,057	13,416	13,785	14,164	14,553	14,953	15,365	15,787	16,221
Borrowing costs	629	788	582	727	685	645	604	562	518	473	426	377	327
Materials & contracts	8,550	11,575	9,778	5,370	5,971	5,998	6,025	6,052	6,079	6,107	6,134	6,162	6,190
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	4,053	4,762	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>35,403</b>	<b>30,631</b>	<b>31,345</b>	<b>31,783</b>	<b>32,190</b>	<b>32,558</b>	<b>33,032</b>	<b>33,467</b>	<b>33,912</b>	<b>34,366</b>	<b>34,831</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>(6,084)</b>	<b>3,117</b>	<b>(3,362)</b>	<b>28,361</b>	<b>12,774</b>	<b>3,364</b>	<b>3,827</b>	<b>4,359</b>	<b>4,823</b>	<b>5,486</b>	<b>6,066</b>	<b>6,677</b>	<b>7,319</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>(6,181)</b>	<b>304</b>	<b>(6,912)</b>	<b>(1,650)</b>	<b>(226)</b>	<b>104</b>	<b>502</b>	<b>968</b>	<b>1,364</b>	<b>1,957</b>	<b>2,467</b>	<b>3,005</b>	<b>3,574</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>(6,912)</b>	<b>(1,650)</b>	<b>(226)</b>	<b>104</b>	<b>502</b>	<b>968</b>	<b>1,364</b>	<b>1,957</b>	<b>2,467</b>	<b>3,005</b>	<b>3,574</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	Q3 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	5,322	4,046	4,662	5,815	7,379	9,374	8,825	8,882	9,463	8,594	9,306
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	5,840	6,549	7,258	8,165	8,960	9,508	10,361	11,128	11,879	12,593	13,342
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>25,302</b>	<b>26,645</b>	<b>28,722</b>	<b>31,101</b>	<b>33,663</b>	<b>36,986</b>	<b>40,830</b>	<b>45,182</b>	<b>50,048</b>	<b>55,531</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	224,666	257,898	268,621	269,351	270,084	270,820	271,559	272,302	273,048	273,797	274,550
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>226,174</b>	<b>259,406</b>	<b>270,107</b>	<b>270,837</b>	<b>271,570</b>	<b>272,306</b>	<b>273,045</b>	<b>273,788</b>	<b>274,534</b>	<b>275,283</b>	<b>276,036</b>
<b>TOTAL ASSETS</b>	<b>247,594</b>	<b>250,375</b>	<b>247,534</b>	<b>284,708</b>	<b>296,752</b>	<b>299,559</b>	<b>302,670</b>	<b>305,969</b>	<b>310,031</b>	<b>314,618</b>	<b>319,716</b>	<b>325,331</b>	<b>331,567</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>214,347</b>	<b>241,802</b>	<b>253,159</b>	<b>254,908</b>	<b>257,516</b>	<b>260,285</b>	<b>263,514</b>	<b>267,801</b>	<b>272,261</b>	<b>277,475</b>	<b>283,332</b>
<b>Equity</b>													
Retained earnings	108,767	111,884	105,530	132,985	144,342	146,091	148,699	151,468	154,697	158,984	163,444	168,658	174,515
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>214,347</b>	<b>241,802</b>	<b>253,159</b>	<b>254,908</b>	<b>257,516</b>	<b>260,285</b>	<b>263,514</b>	<b>267,801</b>	<b>272,261</b>	<b>277,475</b>	<b>283,332</b>
<b>Non-controlling interest</b>													
<b>TOTAL EQUITY</b>	<b>217,584</b>	<b>220,701</b>	<b>214,347</b>	<b>241,802</b>	<b>253,159</b>	<b>254,908</b>	<b>257,516</b>	<b>260,285</b>	<b>263,514</b>	<b>267,801</b>	<b>272,261</b>	<b>277,475</b>	<b>283,332</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	Q3 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	17,803	18,080	18,550	19,032	19,527	20,035	20,556	21,090	21,639	22,201	22,778
User charges & fees	2,097	14,122	2,805	2,920	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	326	582	602	637	685	746	950	1,058	1,185	1,331
Grants & contributions	6,380	7,695	10,163	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	426	295	422	433	444	455	466	478	490	502	515
<b>Payments:</b>													
Employee benefits & costs	(13,568)	(14,490)	(13,426)	(12,326)	(12,665)	(13,013)	(13,371)	(13,739)	(14,117)	(14,505)	(14,904)	(15,314)	(15,735)
Materials & contracts	(10,689)	(13,962)	(9,485)	(5,209)	(5,792)	(5,818)	(5,844)	(5,871)	(5,897)	(5,923)	(5,950)	(5,977)	(6,004)
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)	(3,931)	(4,619)	(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>4,670</b>	<b>35,491</b>	<b>19,992</b>	<b>10,648</b>	<b>11,134</b>	<b>11,643</b>	<b>12,178</b>	<b>12,867</b>	<b>13,472</b>	<b>14,108</b>	<b>14,775</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)	(13,404)	(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>(10,151)</b>	<b>(1,276)</b>	<b>617</b>	<b>1,152</b>	<b>1,565</b>	<b>1,995</b>	<b>(550)</b>	<b>57</b>	<b>581</b>	<b>(869)</b>	<b>712</b>
<i>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</i>	<i>19,800</i>	<i>27,509</i>	<i>15,473</i>	<i>5,322</i>	<i>4,046</i>	<i>4,662</i>	<i>5,815</i>	<i>7,379</i>	<i>9,374</i>	<i>8,825</i>	<i>8,882</i>	<i>9,463</i>	<i>8,594</i>
<b>CASH &amp; CASH EQUIVALENTS - end of year</b>	<b>27,509</b>	<b>15,473</b>	<b>5,322</b>	<b>4,046</b>	<b>4,662</b>	<b>5,815</b>	<b>7,379</b>	<b>9,374</b>	<b>8,825</b>	<b>8,882</b>	<b>9,463</b>	<b>8,594</b>	<b>9,306</b>
<b>Additional Information</b>													
<i>plus: Investments on hand - end of year</i>		<i>9,000</i>	<i>9,000</i>	<i>14,000</i>	<i>14,000</i>	<i>14,000</i>	<i>14,000</i>	<i>14,000</i>	<i>17,000</i>	<i>20,000</i>	<i>23,000</i>	<i>28,000</i>	<i>32,000</i>
<b>TOTAL CASH, CASH EQUIVALENTS &amp; INVESTMENTS - end of year</b>	<b>27,509</b>	<b>24,473</b>	<b>14,322</b>	<b>18,046</b>	<b>18,662</b>	<b>19,815</b>	<b>21,379</b>	<b>23,374</b>	<b>25,825</b>	<b>28,882</b>	<b>32,463</b>	<b>36,594</b>	<b>41,306</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%	-24.26%	-5.70%	-0.73%	0.33%	1.54%	2.89%	3.96%	5.53%	6.78%	8.04%	9.31%
<small>Benchmark - Greater than 0% (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	6.21	6.85	7.00	7.46	8.10	8.95	8.51	8.39	8.51	7.97	8.14
<small>Benchmark - Greater than 3.0 months (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	2.24	2.41	2.37	2.57	2.69	2.84	3.09	3.30	3.57	4.19
<small>Benchmark - Greater than 1.5 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	2.17	2.27	2.13	2.30	2.39	2.55	2.81	3.04	3.32	3.94
<small>Benchmark - Greater than 1.5 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%	68.28%	37.70%	54.95%	70.77%	70.91%	71.05%	71.20%	71.46%	71.63%	71.81%	72.01%
<small>Benchmark - Greater than 60% 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	0.71	2.79	3.64	3.81	3.99	4.21	4.39	4.66	4.90	5.15	5.41
<small>Benchmark - Greater than 2.0 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	1.41	8.44	11.22	12.47	13.97	15.82	17.91	20.84	24.30	28.84	34.94
<small>Benchmark - Greater than 4.0 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	1.88	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 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 and Linger'**

This scenario follows the same assumptions as the proposed scenario, but without the economic stimulus low cost loan.

#### **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.

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 2026 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 2026.
- Capital works reduced to protect Council's cash reserves.
- With limited capital works, staff will be funded from the operating budget and will be unsustainable. This may result in staff reductions.
- Inefficient operating model.
- Borrowings remain the same.
- Reduced service delivery and infrastructure to the community.

<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	Q3 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	18,354	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	2,892	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	192	286	297	310	475	521	586	758	860	980	1,118
Other revenues	518	685	439	305	435	446	457	469	481	493	505	518	530
Grants & contributions for operating purposes	6,283	6,272	6,613	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	3,550	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>32,040</b>	<b>52,916</b>	<b>43,590</b>	<b>34,605</b>	<b>35,595</b>	<b>36,486</b>	<b>37,417</b>	<b>38,476</b>	<b>39,488</b>	<b>40,538</b>	<b>41,630</b>
<b>Expenses from Continuing Operations</b>													
Employee benefits & costs	13,748	14,235	13,841	13,088	13,448	13,818	14,198	14,588	14,989	15,402	15,825	16,260	16,708
Borrowing costs	629	788	582	548	523	501	478	454	428	402	374	345	314
Materials & contracts	8,550	11,575	9,778	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	4,053	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>35,403</b>	<b>30,669</b>	<b>31,947</b>	<b>32,415</b>	<b>32,853</b>	<b>33,253</b>	<b>33,757</b>	<b>34,225</b>	<b>34,703</b>	<b>35,192</b>	<b>35,691</b>
<b>OPERATING RESULT FOR THE YEAR</b>	<b>(6,084)</b>	<b>3,117</b>	<b>(3,362)</b>	<b>22,248</b>	<b>11,642</b>	<b>2,189</b>	<b>2,742</b>	<b>3,234</b>	<b>3,660</b>	<b>4,251</b>	<b>4,785</b>	<b>5,347</b>	<b>5,940</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>(6,181)</b>	<b>304</b>	<b>(6,912)</b>	<b>(2,263)</b>	<b>(1,358)</b>	<b>(1,071)</b>	<b>(583)</b>	<b>(158)</b>	<b>200</b>	<b>722</b>	<b>1,185</b>	<b>1,675</b>	<b>2,195</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>(6,912)</b>	<b>(2,263)</b>	<b>(1,358)</b>	<b>(1,071)</b>	<b>(583)</b>	<b>(158)</b>	<b>200</b>	<b>722</b>	<b>1,185</b>	<b>1,675</b>	<b>2,195</b>

<b>LONG TERM FINANCIAL PLAN – RETREAT &amp; LINGER</b>													
<b>STATEMENT OF FINANCIAL POSITION</b>													
\$ '000	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Actual	Actual	Q3 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	5,322	4,025	4,486	5,455	6,944	8,844	8,177	8,065	8,451	7,358	7,817
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	5,840	6,549	7,258	8,165	8,960	9,508	10,361	11,128	11,879	12,593	13,342
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>20,851</b>	<b>20,281</b>	<b>21,469</b>	<b>23,362</b>	<b>25,666</b>	<b>28,133</b>	<b>31,339</b>	<b>35,013</b>	<b>39,170</b>	<b>43,812</b>	<b>49,042</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	224,666	247,748	258,467	259,193	259,921	260,653	261,389	262,127	262,869	263,614	264,362
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>226,174</b>	<b>249,256</b>	<b>259,953</b>	<b>260,679</b>	<b>261,407</b>	<b>262,139</b>	<b>262,875</b>	<b>263,613</b>	<b>264,355</b>	<b>265,100</b>	<b>265,848</b>
<b>TOTAL ASSETS</b>	<b>247,594</b>	<b>250,375</b>	<b>247,025</b>	<b>269,537</b>	<b>281,421</b>	<b>284,041</b>	<b>287,073</b>	<b>290,272</b>	<b>294,214</b>	<b>298,626</b>	<b>303,525</b>	<b>308,912</b>	<b>314,891</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>213,838</b>	<b>236,631</b>	<b>246,892</b>	<b>247,501</b>	<b>249,058</b>	<b>250,738</b>	<b>252,838</b>	<b>255,925</b>	<b>259,139</b>	<b>263,060</b>	<b>267,575</b>
<b>Equity</b>													
Retained earnings	108,767	111,884	105,530	127,814	138,075	138,684	140,241	141,921	144,021	147,108	150,322	154,243	158,758
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>214,347</b>	<b>236,631</b>	<b>246,892</b>	<b>247,501</b>	<b>249,058</b>	<b>250,738</b>	<b>252,838</b>	<b>255,925</b>	<b>259,139</b>	<b>263,060</b>	<b>267,575</b>
Non-controlling interest	-	-	(509)	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EQUITY</b>	<b>217,584</b>	<b>220,701</b>	<b>213,838</b>	<b>236,631</b>	<b>246,892</b>	<b>247,501</b>	<b>249,058</b>	<b>250,738</b>	<b>252,838</b>	<b>255,925</b>	<b>259,139</b>	<b>263,060</b>	<b>267,575</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	Q3 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	17,803	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	2,805	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	326	301	311	476	522	580	752	854	974	1,112
Grants & contributions	6,380	7,695	10,163	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	426	295	422	433	444	455	466	478	490	502	515
<b>Payments:</b>													
Employee benefits & costs	(13,568)	(14,490)	(13,426)	(12,695)	(13,045)	(13,403)	(13,772)	(14,151)	(14,540)	(14,940)	(15,350)	(15,773)	(16,206)
Materials & contracts	(10,689)	(13,962)	(9,485)	(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)	(3,931)	(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>4,670</b>	<b>29,401</b>	<b>18,856</b>	<b>9,466</b>	<b>10,043</b>	<b>10,514</b>	<b>11,008</b>	<b>11,625</b>	<b>12,185</b>	<b>12,773</b>	<b>13,391</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)	(13,404)	(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>(10,151)</b>	<b>(1,297)</b>	<b>461</b>	<b>969</b>	<b>1,489</b>	<b>1,900</b>	<b>(667)</b>	<b>(112)</b>	<b>385</b>	<b>(1,093)</b>	<b>459</b>
<b>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</b>	<b>19,800</b>	<b>27,509</b>	<b>15,473</b>	<b>5,322</b>	<b>4,025</b>	<b>4,486</b>	<b>5,455</b>	<b>6,944</b>	<b>8,844</b>	<b>8,177</b>	<b>8,065</b>	<b>8,451</b>	<b>7,358</b>
<b>CASH &amp; CASH EQUIVALENTS - end of year</b>	<b>27,509</b>	<b>15,473</b>	<b>5,322</b>	<b>4,025</b>	<b>4,486</b>	<b>5,455</b>	<b>6,944</b>	<b>8,844</b>	<b>8,177</b>	<b>8,065</b>	<b>8,451</b>	<b>7,358</b>	<b>7,817</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>14,322</b>	<b>13,025</b>	<b>13,486</b>	<b>14,455</b>	<b>15,944</b>	<b>17,844</b>	<b>20,177</b>	<b>23,065</b>	<b>26,451</b>	<b>30,358</b>	<b>34,817</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%	-24.26%	-7.97%	-4.44%	-3.42%	-1.81%	0.48%	0.59%	2.07%	3.30%	4.54%	5.79%
<small>Benchmark - Greater than 0% (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	6.21	6.78	6.68	7.03	7.63	8.40	7.93	7.75	7.78	7.16	7.23
<small>Benchmark - Greater than 3.0 months (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	2.02	1.96	2.12	2.09	2.31	2.45	2.61	2.88	3.11	3.38	3.70
<small>Benchmark - Greater than 1.5 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	1.54	1.85	1.95	1.83	2.01	2.11	2.30	2.57	2.82	3.11	3.44
<small>Benchmark - Greater than 1.5 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%	68.28%	40.94%	54.41%	70.32%	70.57%	70.71%	70.87%	71.10%	71.28%	71.46%	71.66%
<small>Benchmark - Greater than 60% 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	0.71	4.86	6.26	6.58	7.08	7.50	7.86	8.37	8.84	9.32	9.84
<small>Benchmark - Greater than 2.0 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	1.41	9.75	12.14	13.35	15.03	16.78	18.65	21.17	24.00	27.45	31.82
<small>Benchmark - Greater than 4.0 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	1.88	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 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.
- With limited capital works, staff will be funded from the operating budget and will be unsustainable. This may result in staff reductions.
- Inefficient operating model.
- Borrowings remain the same.
- Some key financial ratios and OLG benchmarks will not be met in the short term.
- Reduced service delivery and infrastructure to the community

<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	Q3 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	18,354	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	2,892	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	192	286	400	408	429	461	510	652	734	833	949
Other revenues	518	685	439	305	435	446	457	469	481	493	505	518	530
Grants & contributions for operating purposes	6,283	6,272	6,613	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	3,550	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>32,040</b>	<b>52,916</b>	<b>43,692</b>	<b>34,703</b>	<b>35,549</b>	<b>36,426</b>	<b>37,342</b>	<b>38,370</b>	<b>39,362</b>	<b>40,392</b>	<b>41,462</b>
<b>Expenses from Continuing Operations</b>													
Employee benefits & costs	13,748	14,235	13,841	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	9,778	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	4,053	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>35,403</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>(3,362)</b>	<b>21,285</b>	<b>11,332</b>	<b>1,863</b>	<b>2,260</b>	<b>2,726</b>	<b>3,124</b>	<b>3,672</b>	<b>4,173</b>	<b>4,701</b>	<b>5,258</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>	<b>(6,181)</b>	<b>304</b>	<b>(6,912)</b>	<b>(3,226)</b>	<b>(1,668)</b>	<b>(1,397)</b>	<b>(1,065)</b>	<b>(666)</b>	<b>(335)</b>	<b>144</b>	<b>574</b>	<b>1,030</b>	<b>1,513</b>

<b>LONG TERM FINANCIAL PLAN – DO NOTHING SCENARIO</b>													
<b>STATEMENT OF FINANCIAL POSITION</b>													
\$ '000	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Actual	Actual	Q3 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	5,322	3,091	3,255	3,910	4,930	6,335	5,147	4,471	4,259	2,535	2,327
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	5,840	6,549	7,258	8,165	8,960	9,508	10,361	11,128	11,879	12,593	13,342
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>20,851</b>	<b>19,348</b>	<b>20,237</b>	<b>21,817</b>	<b>23,651</b>	<b>25,624</b>	<b>28,309</b>	<b>31,419</b>	<b>34,978</b>	<b>38,989</b>	<b>43,553</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	224,666	247,748	258,467	259,193	259,921	260,653	261,389	262,127	262,869	263,614	264,362
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>226,174</b>	<b>249,256</b>	<b>259,953</b>	<b>260,679</b>	<b>261,407</b>	<b>262,139</b>	<b>262,875</b>	<b>263,613</b>	<b>264,355</b>	<b>265,100</b>	<b>265,848</b>
<b>TOTAL ASSETS</b>	<b>247,594</b>	<b>250,375</b>	<b>247,025</b>	<b>268,604</b>	<b>280,190</b>	<b>282,496</b>	<b>285,059</b>	<b>287,763</b>	<b>291,183</b>	<b>295,032</b>	<b>299,333</b>	<b>304,089</b>	<b>309,401</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>213,838</b>	<b>235,697</b>	<b>245,661</b>	<b>245,955</b>	<b>247,044</b>	<b>248,229</b>	<b>249,808</b>	<b>252,331</b>	<b>254,947</b>	<b>258,237</b>	<b>262,086</b>
<b>Equity</b>													
Retained earnings	108,767	111,884	105,021	126,880	136,844	137,138	138,227	139,412	140,991	143,514	146,130	149,420	153,269
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>213,838</b>	<b>235,697</b>	<b>245,661</b>	<b>245,955</b>	<b>247,044</b>	<b>248,229</b>	<b>249,808</b>	<b>252,331</b>	<b>254,947</b>	<b>258,237</b>	<b>262,086</b>
Non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EQUITY</b>	<b>217,584</b>	<b>220,701</b>	<b>213,838</b>	<b>235,697</b>	<b>245,661</b>	<b>245,955</b>	<b>247,044</b>	<b>248,229</b>	<b>249,808</b>	<b>252,331</b>	<b>254,947</b>	<b>258,237</b>	<b>262,086</b>

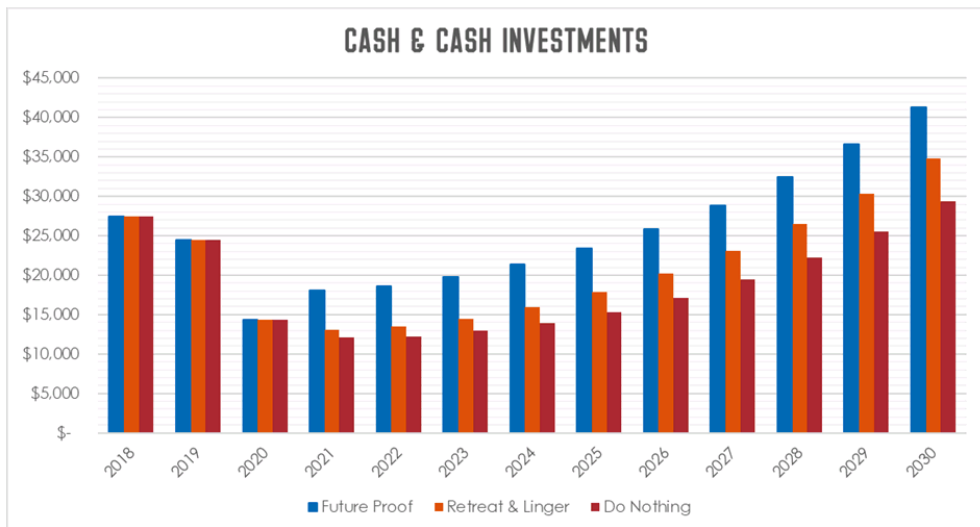
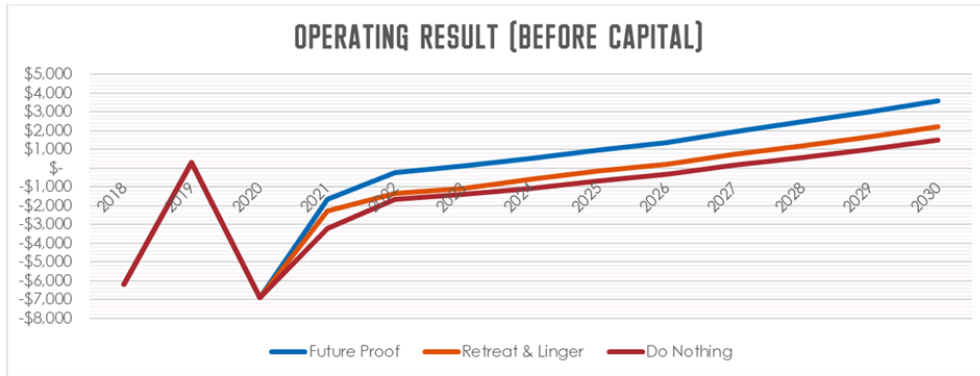


<b>LONG TERM FINANCIAL PLAN – DO NOTHING SCENARIO</b>													
<b>STATEMENT OF CASH FLOWS</b>													
\$ '000	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Actual	Actual	Q3 Review	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Cash Flows from Operating Activities</b>													
<b>Receipts:</b>													
Rates & annual charges	17,060	17,858	17,803	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	2,805	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	326	403	409	430	461	505	646	728	827	943
Grants & contributions	6,380	7,695	10,163	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	426	295	422	433	444	455	466	478	490	502	515
<b>Payments:</b>													
Employee benefits & costs	(13,568)	(14,490)	(13,426)	(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)	(9,485)	(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)	(3,931)	(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>4,670</b>	<b>28,468</b>	<b>18,558</b>	<b>9,152</b>	<b>9,574</b>	<b>10,019</b>	<b>10,487</b>	<b>11,061</b>	<b>11,587</b>	<b>12,142</b>	<b>12,724</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>(10,151)</b>	<b>(2,230)</b>	<b>163</b>	<b>655</b>	<b>1,020</b>	<b>1,405</b>	<b>(1,188)</b>	<b>(676)</b>	<b>(212)</b>	<b>(1,724)</b>	<b>(208)</b>
<i>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</i>	<i>19,800</i>	<i>27,509</i>	<i>15,473</i>	<i>5,322</i>	<i>3,091</i>	<i>3,255</i>	<i>3,910</i>	<i>4,930</i>	<i>6,335</i>	<i>5,147</i>	<i>4,471</i>	<i>4,259</i>	<i>2,535</i>
<b>CASH &amp; CASH EQUIVALENTS - end of year</b>	<b>27,509</b>	<b>15,473</b>	<b>5,322</b>	<b>3,091</b>	<b>3,255</b>	<b>3,910</b>	<b>4,930</b>	<b>6,335</b>	<b>5,147</b>	<b>4,471</b>	<b>4,259</b>	<b>2,535</b>	<b>2,327</b>
<b>Additional Information</b>													
<i>plus: Investments on hand - end of year</i>		<i>9,000</i>	<i>9,000</i>	<i>9,000</i>	<i>9,000</i>	<i>9,000</i>	<i>9,000</i>	<i>9,000</i>	<i>12,000</i>	<i>15,000</i>	<i>18,000</i>	<i>23,000</i>	<i>27,000</i>
<b>TOTAL CASH, CASH EQUIVALENTS &amp; INVESTMENTS - end of year</b>	<b>27,509</b>	<b>24,473</b>	<b>14,322</b>	<b>12,091</b>	<b>12,255</b>	<b>12,910</b>	<b>13,930</b>	<b>15,335</b>	<b>17,147</b>	<b>19,471</b>	<b>22,259</b>	<b>25,535</b>	<b>29,327</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%	-24.26%	-11.36%	-5.43%	-4.44%	-3.31%	-2.02%	-0.99%	0.41%	1.60%	2.80%	4.01%
<small>Benchmark - Greater than 0% (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	6.21	6.04	5.97	6.18	6.55	7.10	6.42	6.01	5.81	4.96	4.79
<small>Benchmark - Greater than 3.0 months (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	2.02	1.87	2.00	1.96	2.13	2.23	2.36	2.58	2.77	3.01	3.28
<small>Benchmark - Greater than 1.5 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	1.54	1.75	1.82	1.69	1.82	1.89	2.04	2.27	2.48	2.73	3.01
<small>Benchmark - Greater than 1.5 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%	68.28%	40.94%	54.51%	70.40%	70.53%	70.66%	70.81%	71.02%	71.19%	71.36%	71.54%
<small>Benchmark - Greater than 60% 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	0.71	3.99	5.95	6.26	6.60	7.00	7.34	7.81	8.24	8.69	9.17
<small>Benchmark - Greater than 2.0 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	1.41	7.99	11.55	12.70	14.02	15.66	17.39	19.73	22.37	25.58	29.65
<small>Benchmark - Greater than 4.0 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 annual capital expenditure / annual depreciation</small>													

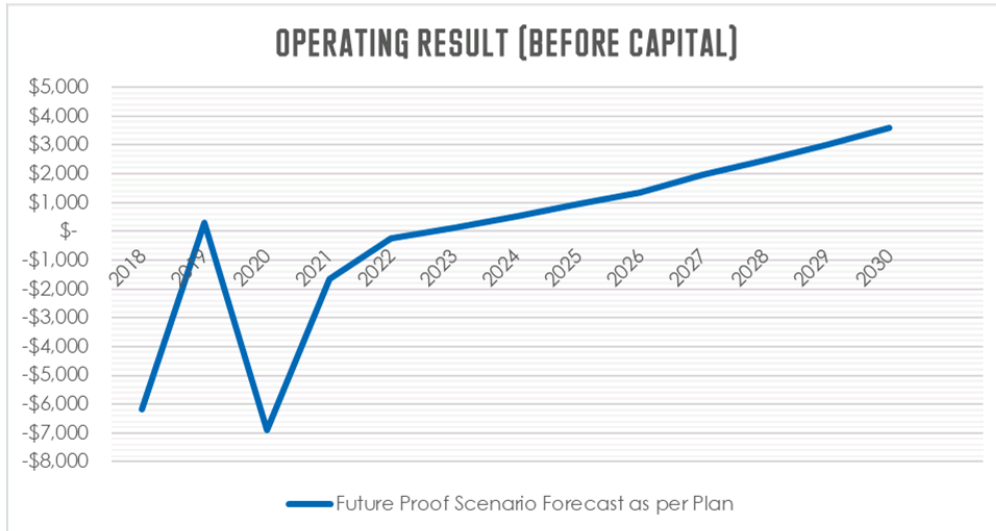
**OPERATING RESULT AND CASH RESERVES**

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**

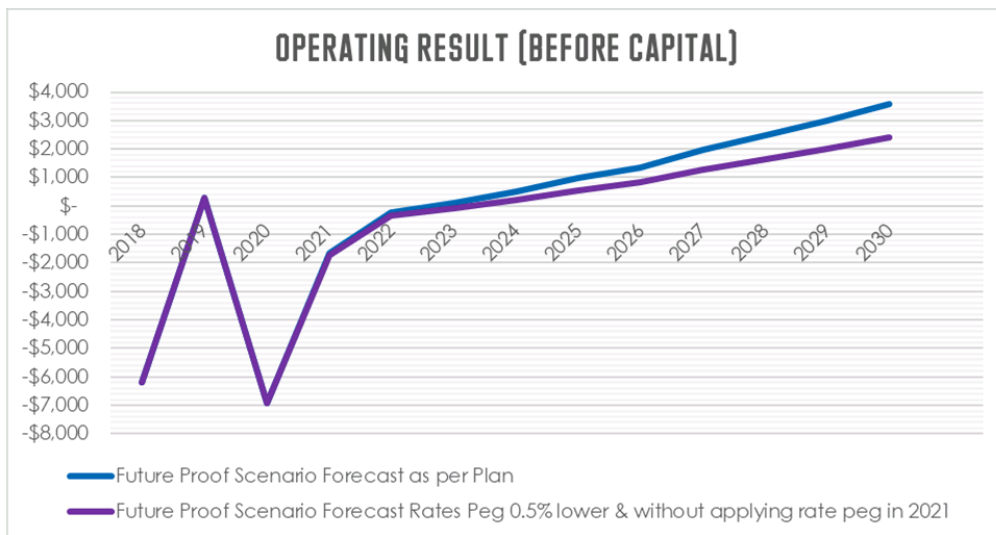
The LTFP Balanced Scenario (proposed) is demonstrated below.



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

**RATES**

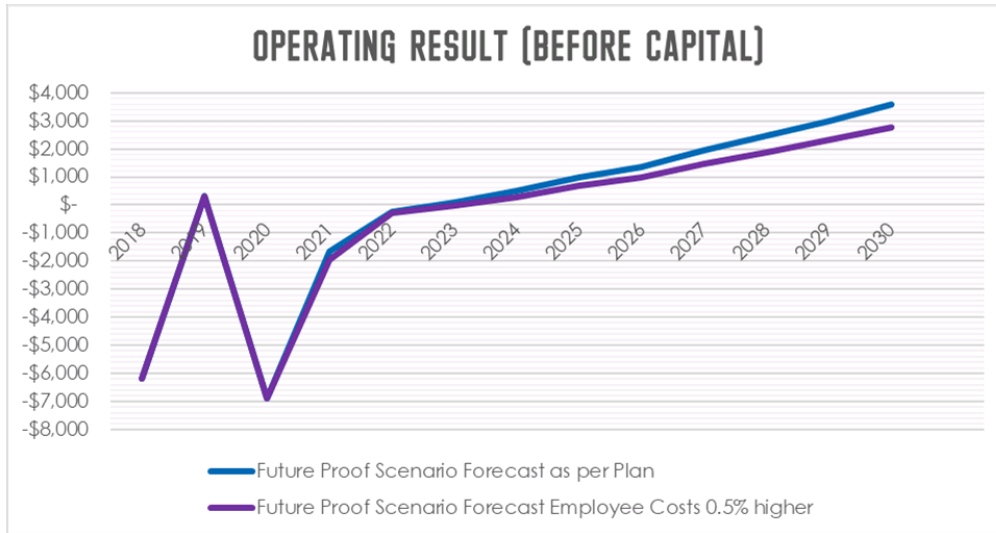
Rate income comprises of 60% of Council's total operating income. Rates are capped by the State Government and Council can only increase rates above the rate pegging percentage, if a special rate variation is submitted and approved.



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.

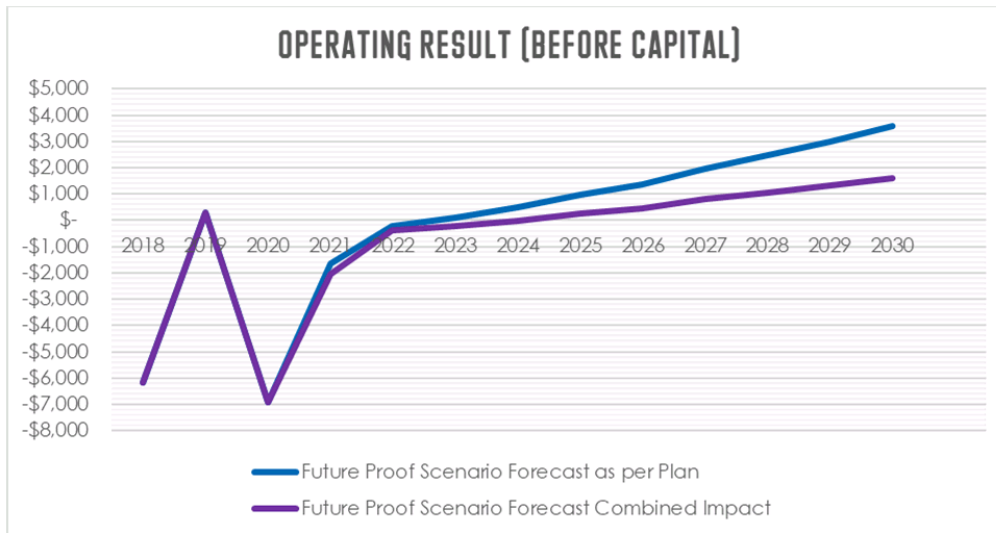
**EMPLOYEE COSTS**

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 -5.70. 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 6.85 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 2.24.

- **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 2.17.

- **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 37.70%. 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 2.79.

- **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 8.44.

- **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.

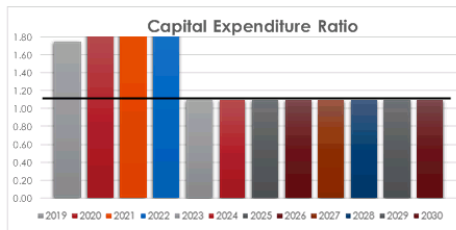
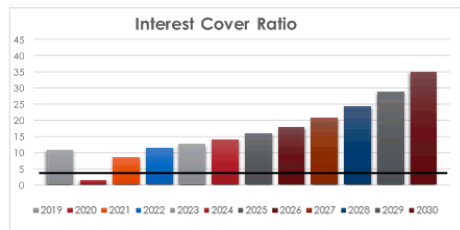
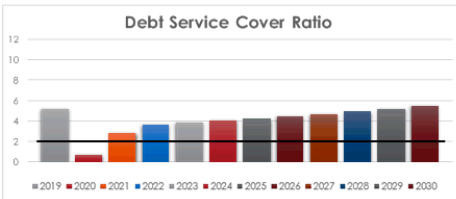
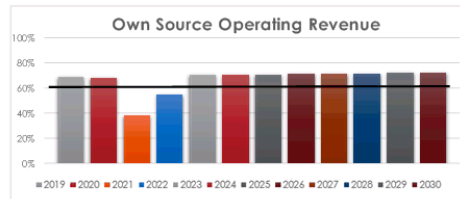
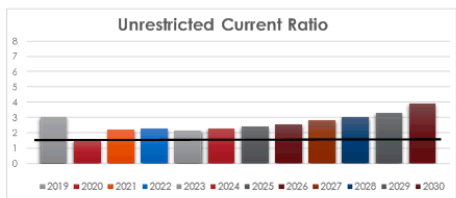
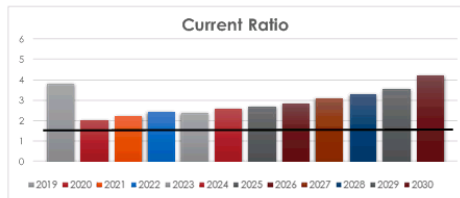
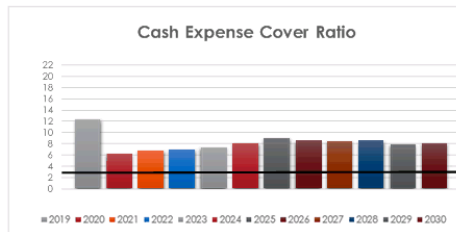
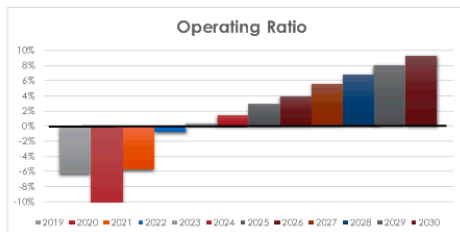
• **Building and Infrastructure Asset Renewal Ratio**

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.





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## EXTRAORDINARY MEETING OF THE COUNCIL

June 25, 2020

**ITEM 3****BROKEN HILL CITY COUNCIL REPORT NO. 91/20**

**SUBJECT:** **COUNCILLOR NOTICE OF MOTION CONTRAVENING BROKEN HILL CITY COUNCIL'S CODE OF MEETING PRACTICE ADOPTED 29 APRIL 2020, MINUTE NO. 46238** **12/14, 11/249**

**Recommendation**

1. That Broken Hill City Council Report No. 91/20 dated June 25, 2020, be received.
2. That Council note the report.

**Executive Summary:**

Broken Hill City Council is in receipt of a request to the Mayor, received 24 June 2020, calling for an Extraordinary Meeting of Council to consider a matter. The Notice of Motion as received, firstly does not comply with clause 3.12 of the Broken Hill City Council Code of Meeting Practice as adopted on 29 April 2020, Minute No. 46238; there has been no argument provided in support of the motion.

Secondly the Notice of Motion is considered unlawful as per clause 3.19 of the adopted Code of Meeting Practice given it relates to the staffing operations of Council which are the clear responsibility of the General Manager as per s335 of the *Local Government Act 1993*.

**Report:**

Broken Hill City Council is in receipt of a Notice of Motion from Crs Kennedy and Algate calling for an Extraordinary Meeting of Council.

The Notice of Motion request fails to comply with the Broken Hill City Council's adopted Code of Meeting Practice as per clause 3.12 as there has been no argument provided in support of the motion, as is required by the adopted code.

The request also seeks to have Councillors involved in the day to day operations of Council which are the clear responsibility of the General Manager as per s335 of the *Local Government Act 1993*.

In accordance with Council's Code of Meeting Practice Policy adopted 29 April 2020, Minute No. 46238, which replaced the provisions of the *Local Government (General) Regulation 2005 Reg 240(2)*:

'The general manager must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the general manager, the business is (or the implementation of the business would be) unlawful. The general manager must report (without giving details of the item of business) any such exclusion to the next meeting of the council'.

It is my opinion that the business is (or the implementation of the business would be) unlawful within the meaning of clause 3.19 of the adopted Code of Meeting Practice.

**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, Section 355*

Council's Code of Meeting Practice Policy adopted April 2020 Minute No. 46238

**Financial Implications:**

Nil.

**Attachments**

There are no attachments for this report.

JAMES RONCON  
GENERAL MANAGER