

September 22, 2021

ORDINARY MONTHLY MEETING

TO BE HELD

WEDNESDAY, SEPTEMBER 29, 2021

Dear Sir/Madam,

Your attendance is requested at the Ordinary Meeting of the Council of the City of Broken Hill to be held **via videoconference** on **Wednesday**, **September 29**, **2021**

commencing at 6:30pm to consider the following business:

- 1) Opening Meeting
 - 1a) Requests from Councillors to attend via audio-visual link
- 2) Apologies and Leave of Absence
- 3) Prayer
- 4) Acknowledgement of Country
- 5) Minutes for Confirmation
- 6) Disclosure of Interest
- 7) Mayoral Minute(s)
- 8) Notice of Motion
- 9) Notices of Rescission
- 10) Reports from Delegates
- 11) Reports
- 12) Committee Reports
- 13) Questions Taken on Notice from Previous Council Meeting
- 14) Questions for Next Meeting Arising from Items on this Agenda
- 15) Confidential Matters
- 16) Conclusion of the meeting

<u>JAY NANKIVELL</u> GENERAL MANAGER

LIVESTREAMING AND RECORDING OF COUNCIL MEETINGS

<u>PLEASE NOTE</u>: This Council meeting is being livestreamed via YouTube and 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 livestream if comments or debate are considered defamatory or otherwise inappropriate for publishing.

Participants are advised that they may be subject to legal action if they engage in unlawful behaviour or commentary.

MINUTES FOR CONFIRMATION

Minutes of the Ordinary Meeting of the Council meeting held Wednesday, August 25, 2021.

Meeting commenced at 6:30pm via videoconference.

Due to the spread of the Delta variant of the COVID-19 virus into Far West NSW and the government's Stay at Home Public Health Order for the State of NSW, the meeting was closed to the public and media. The meeting was held via videoconference.

REQUESTS FROM COUNCILLORS TO ATTEND VIA AUDIO-VISUAL LINK

Due to the current Stay at Home Public Health Order for the State of NSW, the Mayor advised that she exercised her powers under Section 226 of the *Local Government Act 1993* to suspend the Code of Meeting Practice procedures (adopted by Council at the April 2021 Council Meeting) while the restrictions under the Public Health Order are in force to allow all Councillors to participate in this meeting by audio-visual link without the need to submit a request 5 days prior to the Council Meeting and without prior approval of the Council. Section 226 confers on Mayors the power to exercise, in cases of necessity, the policy-making functions of the governing body of the Council between meetings of the Council.

PRESENT: Councillor D. Turley (Mayor) Councillor C. Adams (Deputy Mayor)

Councillors B. Algate, M. Browne, M. Clark, D. Gallagher, T. Kennedy,

B. Licul, J. Nolan and R. Page.

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

Media (nil), Members of the Public (nil).

APOLOGIES: Nil

PRAYER

Councillor Adams delivered the prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Gallagher delivered the Acknowledgment of Country.

MINUTES FOR CONFIRMATION

RESOLUTION Resolved

Minute No. 46612 Councillor M Clark moved Councillor J Nolan seconded

That the Minutes of the Ordinary Meeting of the Council of the City of Broken Hill held July 28, 2021 be confirmed.

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

)

R Page and D Turley

AGAINST: Nil

DISCLOSURE OF INTEREST

Councillor Licul declared:

• a non-pecuniary interest in Mayoral Minute No. 8/21 as he is employed by the Far West Local Health District and advised that he will leave the meeting whilst the item is considered.

MAYORAL MINUTES

<u>ITEM 1 – MAYORAL MINUTE NO. 8/21 – DATED AUGUST 20, 2021 – WAIVER OF FEES FOR USE OF CIVIC CENTRE BY NSW HEALTH AS A MASS COVID-19 VACCINATION CENTRE</u> 11/117

Councillor Licul declared an interest in Item 1 and left the meeting at 6:39pm.

RESOLUTION	
Minute No. 46613	
Mayor D Turley moved)
Councillor M Clark seconded	j

Resolved

- 1. That Mayoral Minute No. /21 dated August 20, 2021, be received.
- That Council works closely with NSW
 Health to coordinate the use of the
 Broken Hill Civic Centre as a mass
 COVID-19 vaccination centre for Broken
 Hill.
- That hire fees associated with the use of the Broken Hill Civic Centre by NSW Health (Far West Local Health District) from 25 August 2021 for the required duration of the operation of a COVID-19 mass vaccination centre in Broken Hill, be waived.
- That Council supports the Far West Local Health District in promoting the vaccination centre to encourage the Broken Hill Community to receive their COVID-19 vaccinations.
- 5. That Council thank the frontline workers within our community and surrounding towns for their efforts in managing the COVID-19 pandemic and working to keep our Community safe, including NSW Health Workers, NSW Police, Council staff, Maari Ma, Royal Flying Doctor Service, Government Agencies, Aboriginal Affairs, Aboriginal Land Council, and all volunteer and charitable organisation.

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, J Nolan,

R Page and D Turley

AGAINST: Nil

ABSENT: Cr Licul (declaration of interest)

Councillor Licul returned to the meeting at 6:45pm. The Mayor advised Councillor Licul that Council had adopted the Mayoral Minute recommendation.

NOTICES OF MOTION

Nil.

RESCISSION MOTIONS

Nil.

REPORTS FROM DELEGATES

Nil.

REPORTS

ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 131/21 - DATED AUGUST 12, 2021 - LOCAL GOVERNMENT ELECTIONS 2021 - NEW CARETAKER PERIOD 15/23

RESOLUTION Minute No. 46614 Deputy Mayor C Adams moved Councillor J Nolan seconded Nesolved 15/2 Resolved 1. That Broken Hill City Council Report No. 131/21 dated August 12, 2021, be received.

 That due to the postponement of the NSW Local Government Elections to 4 December 2021 (as advised by the Office of Local Government on 25 July 2021) Council notes that the caretaker period requirements as detailed in the report, will now commence on 5 November 2021 and conclude on 4 December 2021.

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST: Nil

ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 132/21 - DATED JULY 02, 2021 - DECEMBER AND JANUARY COUNCIL MEETING ARRANGEMENTS AND CHRISTMAS SHUT DOWN PERIOD 11/21

RESOLUTION Resolved

Minute No. 46615
Councillor J Nolan moved
Deputy Mayor C Adams seconded
)

- 1. That Broken Hill City Council Report No. 132/21 dated July 2, 2021, be received.
- 2. That Council's Ordinary Monthly Meeting for December 2021 will be determined by the General Manager in conjunction with the newly elected Mayor and will be dependent on the date that the Broken Hill City Council Local Government election results are declared; with the preference being that an Ordinary Meeting (for the new Councillors to be sworn into Office and machinery matters associated with the appointment of a new

Council) to be held prior to Council's Christmas shutdown period proposed to commence from the close of business on Friday 24 December 2021.

- 3. That should the declaration of the Broken Hill City Council Local Government election results be announced late in December without adequate time to arrange an Ordinary Council Meeting (as per Council's Code of Meeting Practice Policy) prior to the proposed Christmas Shutdown period, the December Ordinary Council Meeting be held early in January 2022 in order for Council to meet its requirements for the election of the Deputy Mayor to occur within three weeks of the declaration of the election.
- 4. That if any additional urgent matter arises in January, an Extraordinary Council Meeting will be arranged.
- 5. That the Council shutdown period for the Administrative Centre and the Warnock Street Works Depot be from Monday 27 December 2021 to Friday 7 January 2022 (from close of business on Friday 24 December 2021 and reopening at the commencement of business on Monday 10 January 2022).
- That Council advertise the shutdown period for the Administrative Centre and the Warnock Street Works Depot and that this advertisement also includes the operating hours for all other Council facilities during this period.

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST: Nil

ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 133/21 - DATED AUGUST 04, 2021 - APPOINTMENT OF DELEGATES TO COMMITTEES - SEPTEMBER 2021 TO DECEMBER 2021

11/9

RESOLUTION

Minute No. 46616
Councillor D Gallagher moved
Councillor B Licul seconded

Resolved

- That Broken Hill City Council Report No. 133/21 dated August 4, 2021, be received.
- That the status quo remain regarding Council's current Delegates on Section 355 Committees and various other Committees and Working Groups for the period September 2021 until the Local Government Election on 4 December 2021.

 That Council appoints its new Delegates on Section 355 Committees and various other Committees at the first Council Meeting following the 4 December 2021 Local Government Election.

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST: Nil

ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 134/21 - DATED AUGUST 05, 2021 - COUNCILLOR ATTENDANCE AND MOTIONS TO THE LOCAL GOVERNMENT NSW ANNUAL CONFERENCE (ON-LINE) 29 NOVEMBER 2021 AND SPEICAL CONFERENCE HELD IN SYDNEY 28 FEBRUARY - 2 MARCH 2022 (IN-PERSON) 11/364

RESOLUTION

Minute No. 46617 Councillor M Browne moved Councillor M Clark seconded

Resolved

- 1. That Broken Hill City Council Report No. 134/21 dated August 5, 2021, be received.
- 2. That Council notes that the 2021 Local Government NSW Annual Conference has been postponed due to the proximity of the Local Government Elections and will now be held in two parts:
 - A free one-hour Annual Conference to present LGNSW annual report and financial reports, which will be conducted online on Monday 29 November 2021; and
 - A Special Conference including debate and resolution of motions from member councils setting LGNSW's advocacy agenda for 2022 will be held in-person in Sydney from 28 February to 2 March 2022.
- 3. That the Mayor be authorised as Council's voting delegate for the one-hour Annual Conference (online) on 29 November 2021 (and any Councillors interested in attending advise the General Manager's Office); and that delegates for the Special in-person Conference to be held from Monday 28 February to Wednesday 2 March 2022 be elected at the January meeting of the new Council.
- That Council advises its voting delegates (2) to Local Government NSW by 5:00pm (AEDT) on Tuesday 5 October 2021 for Board Elections and the Annual Conference; and by 17 February 2022 for the Special Conference.
- 5. That Council endorses the following motion (from the 28 July 2021 Council Meeting,

Minute Number 46598), and determine any further motions to the Conference in-line with the criteria for motions (note: a further report will be presented to Council calling for motions closer to the deadline date).

- a) That Local Government NSW lobbies the Minister for Transport and Transport NSW to re-introduce reduced speed zones around all NSW childcare centres and long day-care centres to ensure the safety of families and young children attending the centres.
- 6. That motions along with the accompanying Council Resolution be submitted prior to the new closing date of 30 January 2022.

CARRIED

FOR: Crs C Adams, R Algate, M Browne, M Clark, B Licul, J Nolan, R Page and D Turley

AGAINST: Crs D Gallagher and T Kennedy

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 135/21 - DATED JULY 06, 2021 - ADOPTION OF THE DRAFT CYBER SECURITY FRAMEWORK

)

12/14

12/14

RESOLUTION

Minute No. 46618

Councillor D Gallagher moved Councillor M Clark seconded

Resolved

- 1. That Broken Hill City Council Report No. 135/21 dated July 6, 2021, be received.
- 2. That Council notes that nil public submissions were received during the public exhibition period of the draft Cyber Security Framework.
- 3. That Council adopts the draft Cyber Security Framework as a Framework of Council.

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST: Nil

ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 136/21 - DATED JULY 06, 2021 - ADOPTION OF DRAFT CONTRACT MANAGEMENT POLICY

RESOLUTION

Resolved

Minute No. 46619

Councillor J Nolan moved) 1. That Broken Hill City Council Report No. Councillor M Clark seconded) 136/21 dated July 6, 2021, be received.

- 2. That Council notes that nil public submissions were received during the public exhibition period of the draft Contract Management Policy.
- 3. That Council adopts the draft Contract Management Policy as a Policy of Council.

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST:

ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 137/21 - DATED AUGUST 11, 2021 -PUBLIC INTEREST DISCLOSURES ANNUAL REPORT 2020/2021

)

Resolved

12/67

RESOLUTION

Minute No. 46620

Councillor M Browne moved Councillor M Clark seconded

- That Broken Hill City Council Report No. 137/21 dated August 11, 2021, be received.
- 2. That the Broken Hill City Council Public Interest Disclosures Annual Report 2020/2021 be forwarded to the Minister for Local Government and the NSW Ombudsman by 30 October 2021.

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST: Nil

ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 138/21 - DATED AUGUST 09, 2021 - 2021-2022 DELIVERY PROGRAM KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2021, INCLUSIVE OF OPERATIONAL PLAN 2020/2021 OUTCOMES

16/165

RESOLUTION

Minute No. 46621

Councillor M Browne moved Councillor D Gallagher seconded

Resolved

- That Broken Hill City Council Report No. 138/21 dated August 9, 2021, be received.
- 2. That Council adopt the 2021-2022 Delivery Program Key Performance Indicators Progress Report for period ending 30 June 2021, inclusive of Operational Plan 2020/2021 outcomes.
- 3. That a report on progress for each relevant target and task be included on the Agenda for each Key Direction Working Group.

CARRIED

FOR: Crs C Adams, M Browne, M Clark, D Gallagher, B Licul, J Nolan, R Page and D Turley

AGAINST: Crs R Algate and T Kennedy

ITEM 10 - BROKEN HILL CITY COUNCIL REPORT NO. 139/21 - DATED AUGUST 09, 2021 - 2017-

2021 DISABILITY INCLUSION ACTION PLAN KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2021 16/82 RESOLUTION Resolved Minute No. 46622 Councillor M Browne moved 1. That Broken Hill City Council Report No. Councillor J Nolan seconded) 139/21 dated August 9, 2021, be received. 2. That Council adopt the 2017-2021 Disability Inclusion Action Plan - Key Performance Indicators Progress Report for the reporting period ending 30 June 2021. CARRIED UNANIMOUSLY Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan, FOR: R Page and D Turley AGAINST: Nil ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 140/21 - DATED AUGUST 04, 2021 -17/82 INVESTMENT STRATEGY AND PORTFOLIO REVIEW FOR 2020/2021 **RESOLUTION** Resolved Minute No. 46623 Councillor J Nolan moved 1. That Broken Hill City Council Report No. Councillor M Clark seconded) 140/21 dated August 4, 2021, be received. **CARRIED** FOR: Crs C Adams, M Browne, M Clark, D Gallagher, B Licul, J Nolan, R Page and D Turley AGAINST: Crs R Algate and T Kennedy ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 141/21 - DATED AUGUST 11, 2021 -**INVESTMENT REPORT FOR JULY 2021** 17/82 Resolved RESOLUTION Minute No. 46624 1. That Broken Hill City Council Report No. Councillor J Nolan moved 141/21 dated August 11, 2021, be received. Councillor D Gallagher seconded **CARRIED**

FOR: Crs C Adams, M Browne, M Clark, D Gallagher, B Licul, J Nolan, R Page and D Turley

AGAINST: Crs R Algate and T Kennedy

ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 142/21 - DATED AUGUST 11, 2021 -

ALCOHOL AND OTHER DRUG DETOXIFICATION AND REHABILITATION STEERING COMMITTEE UPDATE

21/107

RESOLUTION Minute No. 46625 Councillor M Clark moved Councillor M Browne seconded 1. That Broken Hill City Council Report No. 142/21 dated August 11, 2021, be received.

- 142/21 dated August 11, 2021, be received.
- That Broken Hill City Council continues to provide support to the Alcohol and Other Drug Detoxification and Rehabilitation Steering Committee

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST: Nil

<u>ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 143/21 - DATED AUGUST 11, 2021 - AGREEMENT WITH SERVICE NSW FOR BUSINESS</u> 18/68

RESOLUTION Resolved

Minute No. 46626

Councillor D Gallagher moved
Councillor M Clark seconded

- 1. That Broken Hill City Council Report No. 143/21 dated August 11, 2021, be received.
- 2. That Council delegates authority to the General Manager to enter into an agreement with Service NSW.
- That the Mayor and General Manager be authorised to execute any necessary documents under the Common Seal of Council.

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST: Nil

<u>ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 144/21 - DATED AUGUST 06, 2021 - TEMPORARY SUSPENSION OF A PORTION OF THE CENTRAL BUSINESS DISTRICT (CBD) ALCOHOL-FREE ZONE FOR THE 2021 BROKEN HEEL FESTIVAL 11/307</u>

RESOLUTION Resolved

Minute No. 46627

Deputy Mayor C Adams moved Councillor M Clark seconded

- That Broken Hill City Council Report No. 144/21 dated August 6, 2021, be received.
- That Council approve the change of date for the temporary suspension of a portion of the CBD Alcohol-Free Zone for a section of Sulphide Street, bounded by Crystal Street and Argent Street, adjacent to the Palace Hotel (see attached map) for the 2021 Broken Heel Festival event. Specific details of the suspension are Argent Street from 207

Argent Street to 227 Argent Street; Crystal Lane from behind 207 Argent Street to 227 Argent Street; and Sulphide Street from Crystal Street to Argent Street. This area includes all footpaths and car parks in the sections of Argent and Sulphide Streets.

- 3. That Council approve the temporary suspension be in place from 9am on Thursday, 2 December to 9am on Tuesday, 7 December 2021 subject to the final conditions, contained in the liquor licence. Council to note that should the Broken Heel Festival event not go ahead; the associated temporary suspension application becomes void and the full CBD Alcohol-Free Zone remains in force.
- 4. That Council approve the temporary suspension of a portion of the CBD Alcohol-Free Zone for a section of Sulphide Street, bounded by Crystal Street and Argent Street, adjacent to the Palace Hotel be advised to the public by way of advertisement in the Barrier Daily Truth; and that the advertisement also confirms that all other existing alcohol-free zones in Broken Hill remain in force.
- 5. That Council authrorise the General Manager to amend the dates of the temporary suspension of a portion of the CBD Alcohol-Free Zone, should the dates for the Broken Heel Festival change in the future due to the changing circumstances around COVID-19 restrictions; subject to all other requirements for the event approved and in place.
- That Council endorses the General Manager to implement the suspension and advertising processes on final advice of Barrier Local Area Command.
- 7. That Barrier Local Area Command be advised of Council's decision.

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST: Nil

ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 145/21 - DATED AUGUST 12, 2021 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 416 HELD TUESDAY, 3
AUGUST 2021 11/397

RESOLUTION Minute No. 46628 Resolved

)

Councillor M Browne moved Deputy Mayor C Adams seconded

- That Broken Hill City Council Report No. 145/21 dated August 12, 2021, be received.
- 2. That the minutes from the Local Traffic Committee Meeting No. 416 held, Tuesday, 3 August 2021 be received.
- 3. That Item No. 406.6.1 That a 'Loading Zone' be installed in Crystal Lane on the Astra side of the lane.

The loading zone will be 8 meters long and 2.4 meters wide and positioned 6.7 meters from 'Give Way' sign at the intersection of the lane and an offset of 2.5 meter from the gate way to the Astra carpark.

 That Item No. 414.8.6 – That three additional parking spaces to be line marked where the unused driveway is located adjacent to the Hearing Centre in Sulphide Street.

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST: Nil

<u>ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 146/21 - DATED AUGUST 12, 2021 - ACTION LIST REPORT</u> 11/21

RESOLUTION

Minute No. 46629

Councillor M Clark moved
Deputy Mayor C Adams seconded

Resolved

1. That Broken Hill City Council Report No. 146/21 dated August 12, 2021, be received.

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST: Nil

COMMITTEE REPORTS

ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 147/21 - DATED AUGUST 09, 2021 - MINUTES OF THE BROKEN HILL HERITAGE COMMITTEE MEETING HELD 15 JULY 2021 15/87

Recommendation

- 1. That Broken Hill City Council Report No. 147/21 dated August 9, 2021, be received.
- That the minutes of the Broken Hill Heritage Committee Meeting held 15 July 2021 be received and noted.

ITEM 19 - BROKEN HILL CITY COUNCIL REPORT NO. 148/21 - DATED AUGUST 13, 2021 - MINUTES OF THE MEMORIAL OVAL COMMUNITY COMMITTEE MEETING HELD 3 AUGUST 2021

Recommendation

- 1. That Broken Hill City Council Report No. 148/21 dated August 13, 2021, be received.
- 2. That the minutes of the Memorial Oval Community Committee Meeting held 3 August 2021, be received.

Minute No. 46630Deputy Mayor C Adams moved)That the recommendations of items 18 and 19 beCouncillor M Clark seconded)adopted.

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST: Nil

QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETING

<u>ITEM 20 - QUESTIONS ON NOTICE NO. 7/21 - DATED AUGUST 04, 2021 - COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE JULY 2021 ORDINARY COUNCIL MEETING</u> 11/397, 11/21

RESOLUTION Resolved

Minute No. 46631 Councillor J Nolan moved) 1. That Questions

Councillor J Nolan moved) 1. That Questions On Notice No. 7/21 dated Councillor M Clark seconded) August 4, 2021, be received.

CARRIED UNANIMOUSLY

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST: Nil

QUESTIONS FOR NEXT MEETING ARISING FROM ITEMS ON THIS AGENDA

Watermarking of Confidential Business Papers

Councillor Nolan acknowledged that adjusting the opacity of the watermarking of confidential Business Papers had improved its legibility on the HUB, it was still too dark when viewing on a mobile phone.

RESOLUTION Resolved

Minute No. 46632 Councillor D Gallagher moved Councillor M Clark seconded

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

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

Page 14

R Page and D Turley

AGAINST: NII

The livestreaming of the meeting ceased at 7:21pm.

CONFIDENTIAL MATTERS

ITEM 21 - BROKEN HILL CITY COUNCIL REPORT NO. 149/21 - DATED AUGUST 05, 2021 - CONFIDENTIAL MINUTES FOR CONFIRMATION OF THE COUNCIL MEETING HELD 28 JULY 2021 - CONFIDENTIAL 21/43

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

RESOLUTION Resolved Minute No. 46633

Deputy Mayor C Adams moved
Councillor M Clark seconded

- That Broken Hill City Council Report No. 149/21 dated August 5, 2021, be received.
- That the confidential minutes of the Ordinary Council Meeting held 28 July 2021 be confirmed.

CARRIED UNANIMOUSLY

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, T Kennedy, B Licul, J Nolan,

R Page and D Turley

AGAINST: Nil

ITEM 22 - BROKEN HILL CITY COUNCIL REPORT NO. 150/21 - DATED AUGUST 13, 2021 - AQUATIC CENTRE CONTRACT RENEWAL - CONFIDENTIAL 12/14

(<u>General Manager's Note</u>: This report considers Broken Hill Regional Aquatic Centre Operations Contract and is deemed confidential under Section 10A(2) (c) of the Local Government Act, 1993 which provides for information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).

RESOLUTION Minute No. 46634 Resolved

Councillor J Nolan moved
Councillor M Clark seconded

- 1. That Broken Hill City Council Report No. 150/21 dated August 13, 2021, be received.
- That Council endorses the extension of the contract between YMCA NSW and Broken Hill City Council for the operation and management of the Broken Hill Regional Aquatic Centre for a period of 5 years from 2021-2026 as per clause 5.16 of the current contract.
- The Mayor and General Manager be authorised to sign the contract and apply the Common Seal of Council if required.

FOR: AGAINST:	Crs C Adams, M Browne, M Clar Crs R Algate and T Kennedy	rk, D	Gallagher, B Licul, J Nolan, R Page and D Turley
Councillor M	ON 46635 - Procedural Motion I Clark moved) Nolan seconded))	Resolved That the meeting resume in open session. CARRIED UNANIMOUSLY
FOR: AGAINST:	Crs C Adams, R Algate, M Brow R Page and D Turley Nil	ne, N	M Clark, D Gallagher, T Kennedy, B Licul, J Nolan
The livestrea	m resumed at 7:25pm.		
At the Mayor' closed sessio		read	d the resolutions of Council which were made in
There being r	no further business the Mayor clos	sed th	he meeting at 7:27pm.
AND CONFIF MEETING OF	OING MINUTES WERE READ RMED AT THE ORDINARY THE BROKEN HILL CITY ELD ON 29 SEPTEMBER 2021.)))) CHAIRPERSON

MAYORAL MINUTES

1.	MAYORAL MINUTE NO. 9/21 - DATED SEPTEMBER 14, 2021 -	
	INFRASTRUCTURE CONTRIBUTIONS REFORMS (11/161)	18

ORDINARY MEETING OF THE COUNCIL

September 14, 2021

ITEM 1

MAYORAL MINUTE NO. 9/21

SUBJECT: INFRASTRUCTURE CONTRIBUTIONS REFORMS 11/161

Summary

I am calling on Councillors to support the NSW Local Government sector's campaign on infrastructure contributions reforms.

The NSW Government introduced the Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021 into Parliament on 22 June 2021.

The Bill was subsequently referred on 24 June 2021 to the Upper House Portfolio Committee No. 7 – Planning and Environment for inquiry and report by 10 August 2021.

Councils support efforts to reduce complexity, cut red tape and improve transparency and equity.

However, implementation of the reforms will have far reaching financial implications for our Council and community that are unknown at this stage and there is concern that we may be worse off under the reforms.

These reforms may force our Council to delay or completely remove projects from our expenditure plan with a detrimental impact not only on community wellbeing and participation in civic life, but also crucially on job creation.

Councils need to be in a position to deliver quality infrastructure and open spaces if they are to attract homebuyers, housing and commercial development and business investment and these reforms put this at risk.

Councils also object to the Government's decision to tie reform of the rate peg to cater for population growth to reductions in infrastructure contributions. Reform of the rate peg is required independent of changes to contributions. This presents a concerning cost shift from developers onto local government and ratepayers.

It is premature to push forward with this legislation while so much of the infrastructure reform agenda remains unknown.

Local Government NSW (LGNSW) has been advocating this position on our behalf and has met with the Minister for Planning and Public Spaces the Hon Rob Stokes MP on several occasions to stress that councils and their communities must not be worse off under any reforms.

LGNSW has made a submission to the parliamentary inquiry, opposing the passage of the Bill, and on Friday 16 July LGNSW President Linda Scott spoke at the inquiry hearing alongside other local government representatives to present a united front on this issue.

LGNSW will continue its advocacy efforts on our behalf and is asking councils in NSW to add their voice in calling on the NSW Government to withdraw the Bill from the NSW Parliament.

Recommendation

- 1. That Mayoral Minute No. 9/21 dated September 14, 2021, be received.
- 2. That Council calls on the NSW Government to withdraw the Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021 (the Bill) from the NSW Parliament
- 3. That Council calls on the NSW Government to undertake further consultation with the local government sector on any proposed reforms to the infrastructure contributions system.
- 4. That Council writes to the local State Member The Hon Mark Coulton MP, the Premier the Hon Gladys Berejiklian MP, Treasurer the Hon Dominic Perrottet MP, Minister for Planning and Public Spaces the Hon Rob Stokes MP and Minister for Local Government the Hon Shelley Hancock MP seeking them to withdraw the Bill.
- 5. That Council writes to the Shadow Treasurer the Hon Daniel Mookhey MLC, Shadow Minister for Planning and Public Spaces Mr Paul Scully MP, Shadow Minister for Local Government Mr Greg Warren MP, The Greens Mr David Shoebridge MLC, Shooters, Fishers and Farmers Party the Hon Robert Borsak MLC, Pauline Hanson's One Nation the Hon Mark Latham MLC, Animal Justice Party the Hon Emma Hurst MLC, Christian Democratic Party (Fred Nile Group) the Hon Fred Nile MLC, Independent Mr Justin Field, Portfolio Committee Chair The Greens Ms Cate Faehmann, Portfolio Committee Deputy Chair Animal Justice Party the Hon Mark Pearson MLC and Committee members Liberal Party the Hon Catherine Cusack MLC and the Hon Shayne Mallard MLC, The Nationals the Hon Ben Franklin MLC and Australian Labor Party the Hon Rose Jackson MLC and the Hon Adam Searle MLC seeking their support in securing the withdrawal of the Bill from the NSW Parliament and outlining Council's concerns with the Bill.
- 6. That Council alerts the local media to the threat of future ratepayer funds being expended rather than developer levies for new infrastructure brought about by increased development under the proposed legislation and shares and promotes these messages via its digital and social media channels and via its networks.
- 7. That Council affirms its support to LGNSW and requests LGNSW continue advocating on our behalf to protect local government from any amendments to infrastructure contributions which leaves councils and communities exposed to expending ratepayer funds on new infrastructure made necessary by new development, currently the responsibility of developers.

Attachments

- 1. LGNSW Infrastructure Contributions Reform Background Brief
- 2. UGNSW Forum Presentation Infrastructure Contributions Reforms

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Infrastructure Contributions Reform

- Infrastructure contributions are made by developers to help deliver the infrastructure needed as
 communities grow. They are a means of financing public infrastructure that is required as a direct or
 indirect result of new development.
- This is based on a long-standing impactor/beneficiary pays principle of the existing planning system
 i.e. new development makes a contribution towards the cost of infrastructure that will meet the
 additional demand it generates and benefits from.
- This local infrastructure ranges from critical infrastructure components such as roads, footpaths, street lighting, stormwater and drainage facilities, to community facilities that improve amenity, such as parks, playgrounds, playing fields, skate parks, basketball courts, libraries, childcare centres and public pools.
- The NSW Planning and Public Spaces Minister Rob Stokes is proposing to amend a number of planning rules, including the rules governing developer contributions, through the Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill. The Bill, and regulations associated with it, could:
 - Reduce the type of community infrastructure that could be funded by developer contributions; and
 - Pour developer contributions into four regional funds, with no guarantees that the money would be funnelled back into projects in the local areas where the levies had been collected.
- Essentially the reforms remove the right of local communities to ensure the development in their area
 is matched by the community infrastructure they want and need. Without developer contributions,
 councils will be forced to either forgo the infrastructure or raise rates.
- They take funding from the areas of greatest need and put it into a pot that can be dispersed
 anywhere by the State Government with no accountability on where or on what it is spent.
- Communities will still expect councils to provide the same infrastructure and facilities but without the
 funding to do so. Councils' contributions revenue will decrease while rates will need to increase, costshifting the delivery of infrastructure to ratepayers.
- A survey of councils has found that a reduction in developer contributions would have a significant financial impact on any council's ability to deliver community infrastructure. For example, a 50% reduction in developer contributions over a 10-year period would cost:
 - About \$3 million for a small local government area
 - More than \$1 billion for a large local government area

BACKGROUND

- The NSW Government introduced the <u>Infrastructure Contributions Bill</u> into Parliament on 22 June, which was then referred to the Upper House Planning & Environment Committee for inquiry and report.
- The Committee called for <u>submissions</u> and held a <u>hearing</u> on 16 July 2021 where local government representatives, including LGNSW, appeared as witnesses.
- LGNSW made a <u>submission</u> to the inquiry, opposing the passage of the Bill in this form and calling for it to be withdrawn.
- The Committee tabled its <u>report</u> on 10 August 2021 and recommended that the Bill not proceed until the
 draft regulations have been developed and released for consultation and the reviews into the rate
 pegging system, benchmarking and the essential works list have been published by the Independent
 Pricing and Regulatory Tribunal.



Infrastructure Contributions Reforms Cr Linda Scott, President



Infrastructure Contributions Reforms





Background

- The <u>Infrastructure Contributions Bill</u> was introduced into Parliament on 22 June, and then referred to the Upper House Planning & Environment Committee for inquiry and report.
- The Committee called for <u>submissions</u> and held a <u>hearing</u> on 16 July 2021 where local government representatives, including LGNSW, appeared as witnesses.
- LGNSW made a <u>submission</u> to the inquiry, opposing the passage of the Bill in this form and calling for it to be withdrawn.
- The Committee tabled its <u>report</u> on 10 August 2021 and recommended that the Bill not proceed until the draft regulations have been developed and released for consultation and the reviews into the rate pegging system, benchmarking and the essential works list have been published by the Independent Pricing and Regulatory Tribunal.

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Why are contributions important?

- Helps to deliver the infrastructure needed as communities grow.
- A means of financing public infrastructure that is required as a direct or indirect result of new development.
- Based on a long-standing impactor/beneficiary pays principle of the existing planning system.
- Local infrastructure delivered via contributions includes roads, footpaths, street lighting, stormwater and drainage facilities, parks, playgrounds, playing fields, skate parks, basketball courts, libraries, childcare centres and public pools.





What's being proposed?

- Led by the Treasurer Dominic Perrottet and Planning and Public Spaces Minister Rob Stokes.
- Changes to planning rules, including rules governing developer contributions, through the Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill.



Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021

Explanatory note

This explanatory note relates to this Bill as introduced into Parliament This Bill is cognate with the Appropriation Bill 2021.

Overview of Bill

The object of this Bill is to amend the Environmental Planning and Assessment Act 1979 and other

- to enable a contributions plan to identify land in a land value contributions area for the purpose of requiring a land value contribution for the land,
- (b) to establish a regional infrastructure contributions scheme
- (c) to make further provision for existing local infrastructure contributions,
- (d) to make other consequential amendment





What's the potential impact?

• The Bill could:

- Reduce the type of community infrastructure that could be funded by developer contributions;
- Siphon-off developer contributions into four regional funds, with no guarantees that the money would be funnelled back into projects in the local areas where the funds have been collected;
- Dictate to councils on what and how they can spend their contributions (through Ministerial directions); and
- Enable future governments to make further potentially-damaging changes to the system without parliamentary scrutiny.





What's the potential impact?

- Council contributions will be significantly reduced....while State Government revenue (via regional contributions) will increase.
- Councils will be forced to either forgo the infrastructure or raise rates, cost-shifting the delivery of infrastructure from developers to ratepayers.
- Significant financial impact on councils' ability to deliver community infrastructure ranging in the millions to tens of millions of dollars.
- IPART "essential" infrastructure works list review may further restrict the type of community infrastructure that could be funded via contributions.
- Won't reduce housing prices....Parliamentary Committee concluded it would 'just move costs between developers and landowners'.





LGNSW advocacy on your behalf

- LGNSW has opposed the Bill in its current form and has called for it to be withdrawn from the NSW Parliament.
- We need a guarantee that councils and their communities are not left worse off as a result of these reforms, including in any current or future financial year taking into account projected future increases local governments are likely to receive under the current system.



NSW councils to oppose rule changes to infrastructure contributions

16 July 2021

Local Government NSW (LGNSW) will oppose infrastructure contribution rule changes that threaten to defer and reduce critical developer payments to councils at a Parliamentary inquiry this week.

Infrastructure Contributions Reforms





LGNSW advocacy on your behalf

Environmental Planning & Assessment Amendment (Infrastructure Contributions) Bil

I write to advise that Local Government NSW (LGNSW) opposes the passage of the Environmental Planning & Assessment Amendment (Infrastructure Contributions) Bill 2021 (the Bill) at this stage.

The Bill introduces a major overhaul of the infrastructure contributions system in NSW and has wide ranging implications for councils and the communities they serve.

LGNSW is concerned about the lack of broad consultation on the Bill and the attempt to expedite its passage by making it a cognate Bill of the NSW Budget Appropriation Bills, therefore avoiding the level of scrutiny that it deserves.

Engagement with Government

No 98

INQUIRY INTO ENVIRONMENTAL PLANNING AND ASSESSMENT AMENDMENT (INFRASTRUCTURE **CONTRIBUTIONS) BILL 2021**

Date Received:

Submission



Local Government NSW says State Government infrastructure contribution rule changes sneaked into Parliament this week have the power to defer and reduce critical developer payments to councils.

Media



Inquiry

GNSW is also concerned about the lack of consultation on the Bill and the attempt to xpedifie its passage by making it a cognate Bill of the NSW Budget Appropriation Bills serefore avoiding the level of scrutiny that it deserves.

Engagement with cross benchers

Infrastructure Contributions Reforms





LGNSW advocacy on your behalf

- Campaign microsite and TVC under development to raise public awareness of the importance of developer contributions to neighbourhoods – show what's at stake:
 - Fact sheet/Infographics
 - Customisable/shareable assets
 - Downloadable letter/email
 - Petition functionality
 - Facebook/Twitter/LinkedIn links
 - Testimonials/stories





What can you do?

- Resolve a Mayoral Minute
- Write to Government Ministers
- Write and seek meetings with your local MPs
- Issue a media release and speak to your local media to raise community awareness
- Share the TVC and other campaign materials on your social media networks

ITEM MAYORAL MINUTE – INFRASTRUCTURE CONTRIBUTIONS REFORMS

Department

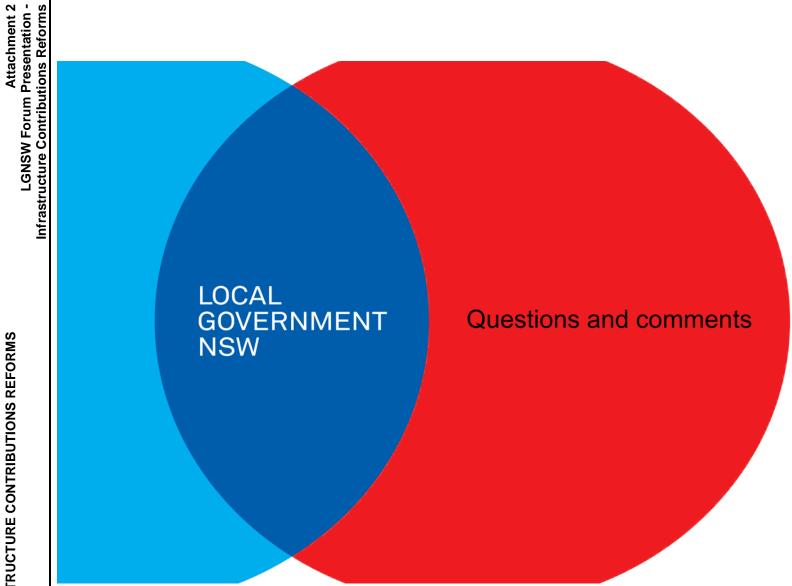
Author

Recommendatio

- That (Council) calls on the NSW Government to withdraw the Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021 (the Bill) from the NSW Parliament.
- That (Council) calls on the NSW Government to undertake further consultation with the local government sector on any proposed reforms to the infrastructure contributions system.

Infrastructure Contributions Reforms







REPORTS

1.	BROKEN HILL CITY COUNCIL REPORT NO. 151/21 - DATED JULY 20, 2021 - ELECTION OF DEPUTY MAYOR (11/18)34
2.	BROKEN HILL CITY COUNCIL REPORT NO. 152/21 - DATED SEPTEMBER 01, 2021 - DISCLOSURE OF INTEREST RETURNS (11/265, 11/646)
3.	BROKEN HILL CITY COUNCIL REPORT NO. 153/21 - DATED JULY 06, 2021 - ADOPTION OF THE BROKEN HILL CULTURAL PLAN 2021-2040 (21/58)
4.	BROKEN HILL CITY COUNCIL REPORT NO. 154/21 - DATED JULY 29, 2021 - ADOPTION OF DRAFT LIBRARY POLICIES (12/14)
5.	BROKEN HILL CITY COUNCIL REPORT NO. 155/21 - DATED AUGUST 27, 2021 - ADOPTION OF DRAFT REVISED BROKEN HILL REGIONAL ART GALLERY COLLECTION MANAGEMENT POLICY (12/14)215
6.	BROKEN HILL CITY COUNCIL REPORT NO. 156/21 - DATED MAY 07, 2021 - DRAFT BUSINESS SUPPORT POLICY FOR SECOND ROUND OF PUBLIC EXHIBITION (11/407)
7.	BROKEN HILL CITY COUNCIL REPORT NO. 157/21 - DATED AUGUST 31, 2021 - REVIEW OF AUDIT, RISK AND IMPROVEMENT COMMITTEE CHARTER AND THE OFFICE OF LOCAL GOVERNMENT CONSULTATION DRAFT GUIDELINES FOR NEW RISK MANAGEMENT AND INTERNAL AUDIT FRAMEWORK FOR COUNCILS AND JOINT ORGANISATIONS (13/19)
8.	BROKEN HILL CITY COUNCIL REPORT NO. 158/21 - DATED SEPTEMBER 20, 2021 - 2020/2021 DRAFT ANNUAL FINANCIAL STATEMENTS (19/74)
9.	BROKEN HILL CITY COUNCIL REPORT NO. 159/21 - DATED SEPTEMBER 22, 2021 - COVID-19 PRELIMINARY IMPACTS TO BUDGET AND MAJOR PROJECTS (16/165)

10.	BROKEN HILL CITY COUNCIL REPORT NO. 160/21 - DATED SEPTEMBER 07, 2021 - MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD 19 AUGUST 2021 (13/19)
11.	BROKEN HILL CITY COUNCIL REPORT NO. 161/21 - DATED SEPTEMBER 10, 2021 - INVESTMENT REPORT FOR AUGUST 2021 (17/82)
12.	BROKEN HILL CITY COUNCIL REPORT NO. 162/21 - DATED SEPTEMBER 09, 2021 - TOURISM MARKETING BRANDING AND CAMPAIGN REPORT (11/407)
13.	BROKEN HILL CITY COUNCIL REPORT NO. 163/21 - DATED SEPTEMBER 17, 2021 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 417 HELD TUESDAY, 7 SEPTEMBER 2021 (11/514)
14.	BROKEN HILL CITY COUNCIL REPORT NO. 164/21 - DATED SEPTEMBER 09, 2021 - ACTION LIST REPORT (11/21)

ORDINARY MEETING OF THE COUNCIL

July 20, 2021

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 151/21

SUBJECT: ELECTION OF DEPUTY MAYOR 11/18

Recommendation

- 1. That Broken Hill City Council Report No. 151/21 dated July 20, 2021, be received.
- 2. That Council elect the Deputy Mayor at this meeting.
- 3. That the Deputy Mayor be elected for the period from the 29 September 2021 Council Meeting until the NSW Local Government Elections to be held 4 December 2021.
- 4. That voting for the Deputy Mayor be open voting, i.e. "show of hands".
- 5. That the result of the election of Deputy Mayor be forwarded to the Office of Local Government and to Local Government NSW.

Executive Summary:

Councillors may elect one Councillor to be Deputy Mayor in accordance with the *Local Government Act 1993 Section 231*. This person may be elected for the Mayoral term or for a shorter term.

Council has historically elected a Deputy Mayor for a twelve-month period from September to September each year, this period would also align with the Local Government Elections every four years in September which were scheduled to be held in September 2020, these elections were postponed 12 months to 4 September 2021 due to the COVID-19 pandemic.

At the 30 September 2020 Council Meeting, the incumbent Deputy Mayor, Councillor Adams, was re-elected for the twelve-month period until the Local Government Elections on 4 September 2021.

The NSW Local Government Elections have been further postponed until 4 December 2021 due to the outbreak of the Delta variant of the Coronavirus, therefore Council must resolve one of the following options:

• Resolve to elect a Deputy Mayor for a three-month period until the Local Government Election on 4 December 2021, and carry out the election at this meeting;

OR

 Resolve not to elect a Deputy Mayor for this period and the position of Deputy Mayor then lapses until the first Council Meeting of the new Council where the Deputy Mayor election will be held.

Report:

As per the *Local Government Act 1993 Section 231* the Deputy Mayor's role is to exercise any function of the Mayor:

- At the request of the Mayor, or
- If the Mayor is prevented by illness, absence, or otherwise from exercising the function; or
- If there is a casual vacancy in the Office of Mayor.

If no Deputy Mayor is elected or if the Deputy Mayor is unable to act, the Councillors may elect one of their number to act as Deputy Mayor.

The election of Deputy Mayor is to be conducted in accordance with the *Local Government* (General) Regulations Schedule 7, which provides:

- The General Manager (or person appointed by the General Manager) is the Returning Officer.
- Nominations are to be made in writing by two or more Councillors (one of whom may be the nominee) and given to the Returning Officer. The nomination is not valid unless the nominee has indicated consent to the nomination in writing.
- Nominations may be made without notice but must be in writing signed by two or more Councillors one of whom may be the nominee. Nominations are not valid unless the Councillors nominated give consent to the nomination in writing.
- Nominations are to be announced and elections conducted at the same Council meeting at which Council resolves on the method of voting.
- If only one Councillor is nominated, that Councillor is elected.
- If more than one Councillor is nominated Council must decide by resolution whether the election will proceed by preferential ballot, ordinary ballot or open voting. Preferential ballots and Ordinary Ballots are to be secret ballots. Open voting means a show of hands or similar means.

Due to the Delta variant outbreak of the COVID-19 virus, the Local Government Elections which were already postponed from September 2020 have been further postponed until 4 December 2021.

As the incumbent Deptuy Mayor was re-elected for the period September 2020 to September 2021, Council must resolve to do one of the following:

• Resolve to elect a Deputy Mayor for a three-month period until the Local Government Election on 4 December 2021, and carry out the election at this meeting;

OR

 Resolve not to elect a Deputy Mayor for this period and the position of Deputy Mayor then lapses until the first Council Meeting of the new Council where the Deputy Mayor election will be held.

Should Council resolve to elect a Deputy Mayor for the three-month period until the NSW Local Government Elections on 4 December 2021, Councillors wishing to nominate a candidate for the Office of Deputy Mayor may complete the nomination form prior to the meeting and email/deliver it to the Returning Officer (General Manager).

Councillors also have the option of submitting a nomination without notice prior to the election of Deputy Mayor.

Due to the ongoing 'Stay at Home' Public Health Order restrictions in force at the time of this month's Council Meeting which will require for the meeting to be held via videoconference. This will therefore change the normal procedures for Councillors who wish to submit a nomination without notice just prior to the election of the Deputy Mayor at the meeting.

For Councillors who wish to submit a nomination without notice, the following process will suffice in order to comply with the *Local Government Regulations 2005 Schedule 7, Part 1,* which reads:

"2 Nomination

- (1) A Councillor may be nominated without notice for election as mayor or deputy mayor.
- (2) The nomination is to be made in writing by 2 or more Councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing."
- (3) The nomination is to be delivered or sent to the returning officer.
- (4) The returning officer is to announce the names of the nominees at the council meeting at which the election is to be held."

Emailing the nomination will suffice as "the nomination is to be delivered or sent to the Returning Officer".

Councillors can send an email to the Returning Officer prior to the election (at that point in the Council meeting). The email can either:

a) contain a scan of the Nomination Form signed by the Councillor making the nomination and the Councillor being nominated;

OR

b) be in the form of an email trail from the Councillor who is making the nomination and the Councillor being nominated, to confirm that they consent to the nomination.

The nomination form for Deputy Mayor is attached to this report (Attachment 1).

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 231 Local Government (General) Regulations 2005, Schedule 7

Financial Implications:

The Deputy Mayor is entitled to an additional fee when acting in the role of Mayor.

This additional fee is a daily fee based on the annual additional Mayoral fee; with daily fee being calculated dependent on the number of days in the month, with the fee so payable deducted from the Mayor's fee.

Attachments

1. U Nomination Form - Deputy Mayor

JAY NANKIVELL GENERAL MANAGER



To the Returning Officer/General Manager Broken Hill City Council PO Box 448 BROKEN HILL NSW 2880

We, the undersigned Councillors of the City of Broken Hill hereby nominate the following Councillor for the position of Deputy Mayor:

Councillor

Nominated by:

Councillor

Signature

I, the undersigned Councillor of the City of Broken Hill, hereby accept the above nomination for the position of Deputy Mayor.

Councillor

Signature

DATE: / / 2021

ORDINARY MEETING OF THE COUNCIL

September 1, 2021

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 152/21

SUBJECT: DISCLOSURE OF INTEREST RETURNS 11/265, 11/646

Recommendation

- 1. That Broken Hill City Council Report No. 152/21 dated September 1, 2021, be received.
- 2. That Council note the submission of the required returns by Councillors and Designated Persons of Council.
- 3. That access to Council's Register of Returns of Disclosures by Councillors and Designated Persons be in accordance with the provisions of the *Local Government Act 1993* and other relevant legislation.

Executive Summary:

In accordance with the requirements of Section 4 of Council's Code of Conduct, returns for Disclosure by Councillors and Designated Persons are required for completion and return by September 30, 2021.

Submission of the Disclosures by Councillors and Designated Persons Returns requires formal acknowledgement by Council.

Disclosure Returns have now been received by the General Manager from all Councillors and Designated Persons required to submit a return for the period to June 30, 2021.

Report:

Clauses 4.20 to 4.27 of Council's Code of Conduct outlines the provisions for Councillors and Designated Persons for submitting Disclosure of Interest Returns. Clause (3) provides that a Councillor or Designated person holding that position at 30 June in any year must complete and lodge with the General Manager within three months after that date a return in the form prescribed by the regulations.

Designated Persons as prescribed for the purpose of the regulations includes:

- the General Manager;
- Senior Staff of Council;
- a person (other than a member of the senior staff of the Council) who is a member of staff or a delegate of Council who holds a position identified by Council as the position of a designed person because it involves the exercise of functions under the Local Government Act 1993 or any other Act (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the person's duty as a member of staff or delegate and the person's private interest;

 a person (other than a member of the senior staff of the Council) who is a member of a Committee of the Council identified by the Council as a Committee whose members are designated persons because the functions of the Committee involve the exercise of the Council's functions under this or any other Act (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the member's duty as a member of the committee and the member's private interest.

As per the *Local Government (General) Regulations 2005*, Designated Persons must complete the necessary Disclosure of Interest Return which declares their interest in:

- Real property
- Gifts
- Contributions to travel
- Interests and positions in corporations
- Positions in trade unions and professional or business associations
- Dispositions of real property
- Sources of income
- Debts
- Discretionary disclosures

Accordingly, Disclosure Returns have been received by the General Manager from all Councillors and Designated Persons required to submit a return for the period to June 30, 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 within its legal framework.

Relevant Legislation:

Local Government (General) Regulations 2005 (Division 2). Model Code of Conduct for Local Council in NSW 2018 Broken Hill City Council Code of Conduct Policy

Financial Implications:

Nil

Attachments

There are no attachments for this report

<u>JAY NANKIVELL</u> GENERAL MANAGER

ORDINARY MEETING OF THE COUNCIL

July 6, 2021

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 153/21

SUBJECT: ADOPTION OF THE BROKEN HILL CULTURAL PLAN 2021-2040 21/58

Recommendation

- 1. That Broken Hill City Council Report No. 153/21 dated July 6, 2021, be received.
- 2. That Council notes the three public submissions received during the public exhibition period of the draft Broken Hill Cultural Plan 2021-2040.
- 3. That Council adopts the draft Broken Hill Cultural Plan 2021-2040 as a Strategic Plan of Council.

Executive Summary:

Council endorsed the draft Broken Hill Cultural Plan 2021-2040 at its meeting held 30 June 2021 for the purpose of public exhibition (Minute No. 46563). The public exhibition period of 28 days concluded on 30 July 2021.

The draft Broken Hill Cultural Plan 2021-2040 (Cultural Plan) was developed in consultation with Cred Consulting and Overton Creative Consulting and is the result of community consultation undertaken in the City in 2020 and 2021.

During the public exhibition period, Council conducted consultation via a pop-up session at the Broken Hill City Library and consulted further by utilising contacts and associations in the community to encourage wide ranging views and feedback from cultural and creative groups, Council staff and individuals.

Council staff also consulted with Aboriginal people throughout the community. Members of the Reconciliation Action Plan Committee generously contributed valuable information and outlined the steps toward the visible cultural expression of Aboriginal people in the City.

Aunty Maureen O'Donnell, Wilyakali Elder and Traditional Owner, was very generous with her time and involvement in this Plan and has agreed upon the strategies in the Plan relating to the expression of culture of the First Nations community.

Three public submissions were received online during the exhibition period and are attached to this report.

Below is a summary of the public submissions received and Council's response to the comments/concerns/suggestions raised which have been included in the clauses of the Action Plan or already reflect community comment on the aspects raised:

Public Submission comments/concerns/suggestions	Council Response
Question the engagement sample size	During the 28-day period for submission, Council engaged with cultural, environmental and arts based groups to request their input on the draft Plan. Council also met with arts groups and representatives and conducted a pop-up engagement session at the Broken Hill library.
	Engagement with Aboriginal people included discussion with Reconciliation Action Plan Working Group members and engagement with the Traditional Owner group, the Elder of the Wilyakali people to ensure that the strategies included were appropriate, welcomed and endorsed.
	This engagement was in addition to that carried out by Cred Consulting and Overton Creative Consulting which has been reported within the Engagement Report.
A Historian is required to provide archival support to protect and enhance Council and Community historical assets.	2.3.1 Investigate funding opportunities and a suitable business model for a regional collections store to secure additional storage, conservation, and protection of cultural assets.
	2.3.2 Investigate opportunities to increase funding for heritage and museum advisory roles.
	2.7.2 Investigate funding opportunities for the engagement of a museum consultant for exhibition design and an interpretive strategy at the GeoCentre
	3.2.1 Ensure that the engagement of heritage and museum consultants continues to support volunteer organisations to uphold best practice standards.
	3.2.6 Provide strategic guidance to museums and Council on museum and museum related matters
Generate more opportunities for arts and cultural engagement by creating relationships and partnerships and embed cultural events into an annual calendar.	1.4.1 Continue to engage with all levels of government, arts organisations, residents, local community, religious groups, cultural groups and educational institutions to identify cultural participation preferences for specific age groups within the City
	1.5.1 Foster creation of an overarching framework to support additional collaboration between Council and community toward a shared vision for culture in Broken Hill
	1.5.3 Celebrate key historic milestones through partnerships, events and strategic projects that acknowledge multiple histories and cultural diversity.
	3.6.2 Seek partnerships with cultural institutions to bring additional opportunities for cultural partnerships and programming to the City.
Increase opportunities for festivals and events using existing venues and other outdoor spaces	1.1.3 Encourage the development of regular exposure and exhibition of Aboriginal culture, be

and consider the development of additional outdoor spaces	it performance, written works, art, music, festivals or other cultural expression.
	1.2.2 Investigate the opportunity to create a youth space and facilitate youth events in consultation with young people
	2.1.12 Explore opportunities to use spaces including the Broken Hill Regional Art Gallery, outdoor venues, Town Square, lanes and other public space and vacant shops and commercial areas for cultural activities and events
	2.2.9 Explore the opportunity to create a performance space in Sturt Park
Utilise cultural events and festivals to enhance Broken Hill's tourism offering	1.6.1Consider developing a marketing and communications strategy that ensures residents and visitors can access information about community events, programs and cultural groups within the city.
	1.9.10 Partner to ensure that events held in the City meet the diverse needs of the community and communicate the vibrancy, rich history and demographic groups within the resident and visiting community
	2.1.4 Continue to support and develop major destination events by working with business, industry, Government and other stakeholders to promote Broken Hill and region as a destination of choice.
	2.1.8 Partner to increase opportunities for makers, artists, musicians and growers to take part in markets and other community events in the heritage precincts and green spaces in the city.
	2.2.13 Develop a Live Music and Events Kit for community events in parks and open spaces, to encourage all ages events to ensure that young people have opportunities to build careers and networks by participating in the music and events scene.
	3.6.5 Actively pursue partnerships with arts and cultural entities in theatre, concerts, music, festivals and other arts or cultural areas with a view to increase the artistic offering of the City to its residents and visitors.
A Heritage and Environment centre is needed to strengthen cultural tourism and tell the unique story of the Regeneration Area program and to engage visitors and community members to learn about our rich natural and cultural heritage.	2.1.11 Support a community approach to the foundation and creation of a Heritage and Environment centre.
Protection and enhancement of the streetscape, including planting.	2.5.3 Recognise the street trees as an important cultural asset and create strategies that protect, manage and enhance them to reflect our local environment.
Increase interpretive signage at the Regeneration Area and increase opportunities	2.1.6 Increase interpretive signage to tell the story of the Regeneration Area and the

for education and events to learn about the cultural offering of the City.	innovative response to land rehabilitation in this ground-breaking revegetation project
Celebrate the volunteers providing considerable resources into the cultural sector	1.11.1 Annually celebrate and thank volunteers working in cultural organisations and acknowledge the considerable contribution that volunteers in the sector make to the City and in reinforcing Broken Hill's status as the First Australian City listed on the National Heritage Register.

The draft Plan has been updated to include the feedback received from all sources including formal submissions, community engagement and Council staff participation.

The draft Broken Hill Cultural Plan 2021-2040 is now presented to Council for consideration and adoption.

Report:

In 2019, Broken Hill City Council secured a \$1m grant from the NSW Government through the Far South West Joint Organisation Tourism Project Fund to invest in projects that would activate city spaces and support increased visitor numbers to the region.

Council went to tender for the Cultural Plan in June 2020. The tender was awarded to the joint bid submitted by Cred Consulting and Overton Creative Consulting.

The definition of Culture, in the broadest sense, is about the way we live our lives in Broken Hill. Our beliefs, values, knowledge, behaviours, traditions, community spirit, our public spaces and our unique environment influence our understanding of Culture. The draft Broken Hill Culture Plan 2021-2040 identifies and articulates the importance of this view of this City's culture now and into the future.

The draft Broken Hill Cultural Plan 2021-2040 provides a roadmap to direct the cultural focus of the community over the next twenty-year period, informed by extensive consultation with community members and stakeholders in the City. It is a step toward developing a greater understanding of the local cultural landscape and a co-ordinated, efficient, inclusive, and streamlined approach to cultural infrastructure planning, provision and support for the continued inclusion of the community in the cultural sector.

Engagement activities highlighted that Broken Hill's residents see themselves as a community who work together in good times and bad, who are warm, open, and accepting and who respond to new opportunities. There is universal acknowledgement that there is strength inherent in having a population that is culturally and creatively diverse and that there are options available to further grow those relationships into tangible and dynamic cultural and creative events and programs.

There is recognition from the community of the immense contribution of Council to the cultural expression of the City and also the vast and ongoing contribution of the wider community (groups and individuals), many of whom are engaged in the cultural sphere simply for the love of community and their cultural interest.

The draft Cultural Plan captures the essence of culture for people in the City and heralds a new and exciting step forward in the cultural planning for the City. This Plan is based in agreement and shared vision, the acknowledgement of all the parts of our history and the rich stories that reinforce the city's unique narrative. There is recognition of the importance of how the unique narrative can enrich the experience of Broken Hill for residents and visitors.

The information and feedback gathered from the community and Council staff directly influenced the strategies contained within the Plan. The Plan seeks to ensure that the City

protects what we have and embraces new opportunities, and that our status as the first city included in the National Heritage Register attracts adequate funding to ensure ongoing care and protection of its built, environmental and social assets.

The execution of strategies in the Plan will offer an opportunity for increased community participation, cohesion, inclusion, and enhanced liveability through the celebration of culture.

Cred Consulting and Overton Creative Consulting provided three updated documents in response to the engagement and feedback.

The **Broken Hill Cultural Plan Background Report** details the research undertaken by Cred Consulting and Overton Creative Consulting to inform the Broken Hill Cultural Plan 2021-2040. This background report described the benefits and challenges, sector issues and trends, and identified areas of potential growth within the cultural landscape.

The **Broken Hill Cultural Plan Engagement Report** outlined the engagement activities conducted by Cred Consulting and Overton Creative Consulting and the results of that engagement. The Report identified that the community holds the stories, history, and unique culture of Broken Hill in high regard and wants the cultural and historical aspects of the City's culture to be widely known, protected, and celebrated.

The **Broken Hill Cultural Plan 2021-2040** identifies the long term vision for culture in the city, articulated through strategies and actions, and provides a roadmap for the conservation, safety, preservation, sustainability and celebration of the people, places, environment and growth of the built and social cultural assets of the community over the next twenty years.

The Broken Hill Cultural Plan 2021-2040 invites collaboration across the cultural sector and identifies strategic objectives to protect and nurture our cultural sectors, embracing all facets including the built and natural environments and the many people, groups and stories that enable the culture to continue to be an active and engaging part of life in Broken Hill.

Community Engagement:

The draft Broken Hill Cultural Plan 2021-2040 was placed on public exhibition for a period of 28 days concluding 30 July 2021. It attracted three formal submissions.

The Broken Hill Cultural Plan Engagement Report is attached, this report explains the community consultation process undertaken by Cred Consulting and Overton Creative Consulting during the preparation of the Plan.

In addition, Council undertook additional engagement activities including a pop up session at the Broken Hill City Library and telephone and email contact with cultural and arts based groups and individuals to ensure that a wide section of the community were given the opportunity to give feedback.

Council consulted with members of the Reconciliation Action Plan Working Group and a copy of the draft plan was supplied to a representative of the Aboriginal Community Working Party. Ongoing and authentic engagement with Wilyakali Elder Aunty Maureen allowed the opportunity for a co-design methodology to be utilised, ensuring that the strategies relating to the expression of Aboriginal culture in the community were welcome and received supportive endorsement.

Key Direction:	1	Our Community
Objective:	1.3	Our history, culture and diversity are embraced and
		celebrated
Strategy:	1.3.7	Develop a City wide Cultural Plan

Relevant Legislation:

Local Government Act 1993 Local Government (General) Regulation 2005

Financial Implications:

\$200,000 of the \$1m grant has been expended on the CBD Masterplan and the Cultural Strategy, with the remaining \$800 000 dedicated to the delivery of infrastructure.

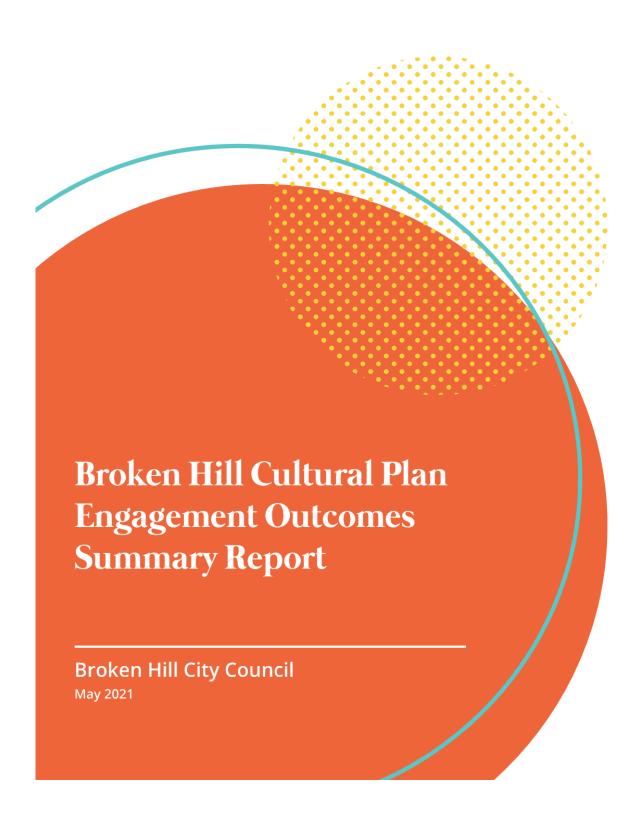
Attachments

- 1. U Broken Hill Cultural Plan Engagement Report_Final-1
- 2. U Broken Hill Cultural Plan Background Report Final
- 3. U Broken Hill Cultural Plan 2021-2040_ Final
- 4. J 01 Public Submission Broken Hill Cultural Plan 2021-2040
- 5. U 02 Public Submission Broken Hill Cultural Plan 2021-2040
- 6. U 03 Public Submission Broken Hill Cultural Plan 2021-2040

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL GENERAL MANAGER









Report title: Broken Hill Cultural Plan Engagement Outcomes Report

Client: Broken Hill City Council

Date: May 2021

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1.1. Background

Broken Hill City Council (Council) engaged Cred Consulting (Cred)and Overton Creative to work collaboratively with Council, community and stakeholders to develop a Cultural Plan.

The purpose of the Plan is to provide an overarching framework and strategic direction for cultural programs, services and facilities in the City of Broken Hill for the next 20 years.

The key objectives of this project are to:

- Create an all encompassing Cultural plan and infrastructure strategy to guide allocation of City resources in the future
- Establish a decision-making framework that will enable the delivery of arts/cultural infrastructure to be realised and coordinated through Council's strategy/ policy development and capital works program. These priorities will inform future investment and business case development for cultural infrastructure projects and programs across the City.
- Enable future partnerships between the City and local, state and federal government for the delivery and programming of cultural infrastructure.

This report provides a summary of findings and implications from community and stakeholder engagement undertaken by Cred and Overton Creative over two stages in late 2020 (November) and early 2021 (March).

1.2. Engagement purpose

The purpose of community and stakeholder engagement was to inform the development of the Cultural Plan. Engagement objectives included:

- Provide the community and key cultural stakeholders with the opportunity to help shape the future cultural ecosystem of Broken Hill.
- Identify the community's perspective on what contributes to the current cultural character of Broken Hill, the places, spaces and stories that makes it special.
- Understand what the community loves and what they want to change, improve or see more of in the future.
- Work collaboratively as a consulting team, in partnership with council, to ensure that community values and aspirations are the foundation of the Cultural Plan.

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1.3. Summary of engagement activities

The community and stakeholder engagement program took place over two stages as summarised in the table below.

Table 1 - Overview of engagement activities

Type			
Phase 1	Date	Participants	
Workshop with Councillors	23 November	6	
Workshop with Broken Hill Regional Art Gallery Advisory Committee	24 November	5	
Workshop with Broken Hill Community Roundtable and Heritage Committee	24 November	5	
Workshop with Broken Hill City Council staff	25 November	25	
Stakeholder interviews	November 2020 - February 2021	14	
Phase 2	Date	Participants	
Online survey	3-30 March	133	
Daily "pop-up shop" drop-in engagement activities	15-21 March 2021	~60	
Community workshop	16 March	~10	
Creative mixer	20 March	~10	
Kids craft activity and family BBQ event	20 March	~20	
Pop-up at Youth Colour Run	21 March	~35	
Pop-ups at Perfect Light Film Festival	19 March	~40	
r op aps der errede ligher inn r estival	20 March	40	
Intercept surveys around town	15-21 March 2021	See online survey	
Youth meet-up	18 March	1	
Stakeholder interviews	15-21 March 2021	11	

Over **385** Broken Hill locals + visitors, creative practitioners + organisations, Council staff, Councillors + Advisory Group members have informed the development of the Broken Hill Cultural Plan

What we heard: key themes



Preserving and sharing Broken Hill's rich history, heritage and local stories

Broken Hill has a unique history and heritage that community members are proud of. Aspects that people highlighted as points of pride include Broken Hill's mining history and social history. Many told us they value the existing museums, buildings, places and people that are already doing a great job of presenting the City's history, heritage and stories.

However, respondents told us they think there are many more opportunities to share local stories, including in the public domain. In particular, people said that there are still "untold" stories in Broken Hill that they would like to see preserved and told into the future, including First Nations, migration and multicultural stories.



Increasing visibility and recognition of Aboriginal culture and people

Community members told us that they would like to see more recognition, visibility and opportunities to learn from Aboriginal culture, history and people in Broken Hill. Visitors also told us they would like more opportunities to engage with First Nations culture. Some people identified opportunities for more sharing of culture in the public domain, such as public art in respectful partnership with local Aboriginal artists and community.



Engagement and cultural participation for all ages, especially young people

Community members told us they value how arts and cultural programs, events and festivals bring the Broken Hill community together and help to create a shared sense of belonging. People suggested many varied ideas for more arts and cultural activities, ensuring that there is 'something for everyone' to participate in in Broken Hill. In particular, people highlighted a need for more cultural participation opportunities for young people and teenagers, as well as families and children. There was also a clear appetite for more activities available at night and on the weekend.



Improving information and promotion for locals, visitors

Community members told us that there are already a lot of opportunities to participate in arts and culture in Broken Hill - but that they often don't hear about activities until after they have happened. Survey respondents identified poor information and promotion as the main barrier to cultural participation in Broken Hill, and residents and visitors alike suggested they would like to see a more coordinated approach to promoting what's on, such as a website or app.



Broken Hill's natural environment and cultural identity are intertwined

Community members highlighted that one of Broken Hill's most unique strengths when it comes to culture, is its unique natural environment and location in the outback - which in turns shapes and defines local identity and culture. People think there are more opportunities to provide and promote arts and cultural offerings that relate to the natural environment to encourage visitation (e.g. outdoor cinema, outdoor concerts, stargazing, cultural trails etc).



Improving existing cultural venues and spaces

Community members told us that Broken Hill doesn't need more cultural venues and spaces - but that there is a significant opportunity to upgrade and repurpose existing spaces, including heritage and unused buildings, for cultural uses. Many would also like to see empty shopfronts in the CBD be made available for temporary and permanent arts and cultural uses to activate streets and support local creatives.



Activating public domain with art and culture

Community members told us that they think there are opportunities to further integrate arts and culture into Broken Hill's public domain (including streets, parks, buildings and landscape) to add colour, creativity and beauty to everyday life, enliven and activate streets and attract more visitors.



Opportunity for improved collaboration and partnerships

We spoke with community members representing a very broad range of community and cultural groups, many of whom told us that there is a lot of passion and energy in the community - but a clear need for more coordination and sharing of information and resources to deliver better outcomes together. People told us they appreciate all the existing opportunities for connection and partnership through various meetups and interagencies.



Culture as economic driver

Broken Hill community members are very aware of the value of arts and culture in attracting tourists and visitors to Broken Hill. Many people told us their ideas to further promote Broken Hill to attract more visitors, including ideas for major events and festivals. People also spoke about the opportunities that exist through boosting the film industry in Broken Hill, whilst ensuring that locals have the skills and access to benefit from these opportunities.



Supporting existing organisations and initiatives

Community groups and organisations told us that they would like to see more support from Council for their existing initiatives, with strong support for Council providing and facilitating training, skill sharing and grant funding opportunities to support local outcomes.



A network of creative villages

We spoke with community members from across Broken Hill, and residents told us they would like to see Council support creative outcomes and expression in Broken Hill's villages, in addition to just the CBD. For example, residents of South Broken Hill identified a range of opportunities to create a distinct cultural identity building on the existing strengths of Patton village.



Who we spoke to

In November 2020, the project commenced with a number of face to face Council and stakeholder meetings in Broken Hill.

The purpose of the workshops was to:

- · Define what culture means in the Broken Hill context
- · Identify stakeholders to complete interviews with
- Brain storm what Broken Hill's strengths are that we can build on in the Cultural Plan, and the challenges we need to consider.
- Identify any cultural facilities/assets that could 'work harder' or that are in need of an upgrade
- Identify any community or cultural groups that have expressed a need for certain types of spaces or programs
- Discuss priorities for culture in Broken Hill
- Understand what success looks like for the Cultural Plan at the end of the project.

The workshops were held with:

- Local Councillors
- · Broken Hill Regional Art Gallery Advisory Committee
- Broken Hill Community Roundtable and Heritage Committee
- · Broken Hill City Council staff.

In addition, a range of stakeholder interviews were carried out with:

- · Museums & Galleries NSW (MGNSW) Michael Rolfe
- · Broken Hill Mosque Bobby Shamroze
- · West Darling Arts Cathy Farry
- · Broken Hill Art Exchange Inc.- Susan Thomas
- · Broken Hill Regional Art Gallery Tara Callaghan
- Albert Kirsten Mining and Minerals Museum
- · Trades Hall Rosslyn Ferry
- Broken Hill PCYC Heather Smith
- · Screen Broken Hill Jason King
- · Local Artist & Teacher Rick Ball
- · Regional Museums Advisor Dr Kate Gahan

Key findings

The key findings from round 1 engagement have been captured under the following headings of strengths, weaknesses, opportunities and ideas. These findings also include relevant feedback gained through the separate engagement undertaken by Council to inform the Community Strategic Plan in October 2020

Strengths

- Heritage listing and historical social significance of the place and buildings - First Heritage Listed City
- · Archives/collections
- · Mix of grand and vernacular architecture
- Authenticity
- · Power of the place (Broken Hill is iconic)
- · Intertwined richness of stories (storytelling)
- · Unique expression
- Broken Heel festival (promoting tolerance, open, accepting)
- Arts and Film industry- Indigenous arts
- · Unique natural environment and landscape
- · Sense of belonging and community spirit
- · Untapped knowledge of Indigenous people
- Destination
- · Vacant spaces
- · Collections
- · Leisure time availability
- · Commitment to the arts
- · Remoteness.

The engagement with young people for the Community Strategic Plan revealed that what they through was great about Broken Hill, relevant to the Cultural Plan was:

- · Pretty sunsets, beautiful landscape
- · Art, tourism
- Volunteers
- Associations- sense of community comes from them.
 Sense of openness, welcoming and friendly.
- · Drag Queens- example of acceptance
- · Environment- vast open spaces are an asset.

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Challenges

- · Flexibility/Responsiveness
- · Generational change
- Local population decline and retention of young people
- Engagement with young people and things for them to do
- Lack of entertainment, events and community gettogethers
- Maintaining the local aesthetic and culture while also making changes.
- · Technology and limited connectivity
- Ability to look forward (now and future) Finding consensus - purpose and direction
- · Isolation accessibility and reach
- Conversation/interaction/networking "a community of artists not an arts community"
- · Cultural understanding connectivity governance
- Funding
- · Skills development and capacity building
- Aboriginal cultural visibility and strengthening culturally appropriate First Nation engagement
- · Council structure and leadership
- · Follow through/completion of projects
- Framework needed to support and promote cultural/ arts industry and ensure sustainability- find the relevant staff and volunteers working in the sector
- Our creatives are also exhausted we need new ideas and action.

Through the engagement for the Community Strategic Plan, one of the key findings was the resilience of the Broken Hill community was becoming "frayed".

However, there was also a strong desire for the deeper and authentic collaboration and real inclusion in decisions/directions and better communications across sectors and established networks despite what one participant noted as "there [being] is an acute lack of opportunity evident....entertainment, resources, confidence, lack of embrace to First Nations culture or young people"

Opportunities

- · More things for young people to do
- More arts opportunities and to learn from local experts
- · Creation of pop up shops and support local start ups
- Conduct/ encourage more visible celebrations in the community - more programing/use of the town square
- · Make your own entertainment
- · Engaging in an evolving living culture
- · New energy & will ambassadors
- The curated and uncurated "garage art gallery trail" "open broken hill"
- Lifelong learning through the arts "Try it out Tuesday"
- $\cdot\quad$ Attractive murals on the main roads into the city
- · Education & Youth engagement
- · Health and wellbeing ideas and knowledge centre
- · Infrastructure front door, film hub, cultural repository, aboriginal keeping place
- Council's role & capacity moving forward CCD approach, Cultural Producer, Cultural governance
- · Night time economy
- Aboriginal culture, engagement and increased visibility
 supporting the young First Nations community
- · Social capital benefits with increasing volunteers.

"We need to create opportunities for, and to retain our creative young people. So often young people complete secondary education then leave looking for bigger and better opportunities in the capital cities. While it is important that young people experience the world and learn from different places, the City and the community need to encourage talented, energetic and creative young people to return and take on the leadership of the arts and creative industries."

- Stakeholder interview quote

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Ideas for culture in the future

- Maintaining cultural heritage
 - Cultural repository include collections/archives/oral history hub & spoke
 - Broken Hill Mining Museum
- · Maximising resources
 - Targeted grant program -
 - Creative Project Leverage Fund
 - Cultural Heritage and Stories Grants Creative Fellowship
- City wide walk/ bike track- tourists and locals to show asset
- · Encourage art/cultural entrepreneurism
 - Ideas & imagination incubator/project space/ studios (include film)
- · Cultural sector governance
 - LeadershipTrust/Cooperative partnerships
- · Culture centre to renewal
 - Continue to make culture visible art interventions/ public art/residencies
- · Entrepreneurial opportunity for youth
- · Broken Hill Champions of innovation.

Through the Community Strategic Plan engagement, participants were asked (from a list) what issues were of most importance. Under the direction 'Our Community', **Arts and cultural activities and Celebrating our history** received the highest responses.

Participants were also asked what a flourishing community would look like. Some of the responses relevant to the development of the Cultural Plan included:

- Individuals and organisations given opportunities for growth and feel supported to do so
- Visitors enjoying our surroundings and learning about us/ our culture
- · An active and engaged community
- Live music/art/poetry/drama- many cultural options, People feel alive- music in CBD and shopping areas
- · Accessible cultural options
- · Visible art and social events
- · Celebrate and embrace multiculturalism
- Connected to each other/ groups and people working together to create harmony and relationships
- · Innovative/ embrace change
- · Engaged young people/ mentoring.

"The Aboriginal understanding of the significance of the land and deep commitment to place can enrich the community's identity. A deeper connection to landscape and Aboriginal culture – one that draws people together through a sense of inclusion and belonging, will lead to the rediscovery of a soul for the region"

- Stakeholder interview quote



Collaborative asset mapping activity with workshop participants - what are the cultural assets already in Broken Hill to build from

"We want to be included, heard and inspired. We want education on climate change and different world views"

"If Broken Hill's youth are supported the city has a bright future"

- Young peoples workshop. Community Strategic Plan Engagement October 2020

"Our collective stories are incredible and with a coordinated response by collaborative partners we could create outcomes that we can all be proud of"

- Community Participant. Community Strategic Plan Engagement October 2020





3.1. Pop-up shop findings

The Cultural Conversations Pop-Up Shop, located on Town Square, was open daily between 15-21 March from 12-2pm for community drop-in engagement activities.

Approximately 60 people dropped into the pop-up shop over the course of the week.

The aim of the pop-up shop was to provide an informal location for community members and passersby to drop in at their own convenience to learn more about the Cultural Plan, thave a conversation about their aspirations for the future of culture in Broken Hill and to participate in a number of interactive activities aimed to gather their feedback.

Findings from these activities are summarised in this chapter and included:

- What do you love about Broken Hill? People could write their response on a post-it note and pop it up on the wall. They could also pen a 'love letter' to their City.
- · What would you change about Broken Hill? People wrote their response on a post-it note.
- What are your ideas for the future of culture in Broken Hill? People added their ideas for the future on to a 'cultural timeline' that we created on the wall.

The pop-up shop was promoted to the community via a segment on local ABC radio, 2Dry community radio, and Spencer Golf Regional news.

The pop-up shop was also the venue for the community workshop and creative mixer.





Conversations with community members at the Pop-Up Shop

3.1.1. Love letters to Broken Hill

People were encourage to write a love letter to Broken Hill. People wrote:

"Broken Hill I love you still even though we don't have the wealth, support and population we used to have when there was prosperous industry. xx Sharon"

"Broken Hill. An isolated outback town with an amazing past and a future that has promise for community as well as visitors."

"Learning from each other with cultural foods and sharing each others friendships and learning from each other. We've enjoyed Broken Hill, it's like a big country town with lots to learn. We also enjoyed taking part in the arts and music venues in Broken Hill and in outer towns as well. Just a nice place. Thanks."

"Dear Broken Hill... I know we haven't known each other for very long but I have to admit, I think I'm falling in love!! Your history, stories, quirky characters and strong women. You are independent but still show your fears and vulnerabilities. Your creative skills and knowledge is one of the qualities I love the most. There is so much more to you I want to find out as the future unfolds... love, Anonymous."





Community members' love letters to Broken Hill

3.1.2. What do you love about Broken Hill?

People were asked to write down on a post-it note what they love about Broken Hill. They wrote:

- Quiet
- Crisp light
- · Away from everything
- · History, heritage and old buildings
- · Local expertise and knowledge
- Going out bush
- Co-operative bookshop
- · Important mining and technical history / innovation
- · Grounded
- · Like being warm
- · The heritage and character of broken hill
- Pride
- · Lifestyle
- · It has culture and this is a nice place to be
- Easy to get places
- · We all know each other
- · All about love and respect
- · Everyone knows eachother
- · Galleries

3.1.3. What would you change about Broken Hill?

People were asked to write down on a post-it note what they would change about Broken Hill in the future. They wrote:

More things to do:

- · More regular markets (x2)
- More to do
- · More than country music!
- Lack of live theatre
- · Live music at night
- More nightlife
- · Food/entertainment to have longer hours
- Cafes / restaurants to be open later Fri/Sat and after events (cinema, visiting plays/concerts)
- · More music events/ festivals / music + arts
- Make a mini-festival to link events like art exhibitions, music groups/concerts, visiting events 'from the city'

Improved information:

- · Regular calendar more on council event page
- · Lack of personal interaction with Council
- Communication has to improve
- More info about arts/cultural activity (not only facebook)
- More signage and wayfinding to places
- Know what is happening and what is available (up to date)
- Tourists/visitors need to know how to find and where to go!
- Better sign posting to miners memorial
- Giving new people to Broken Hill a cultural welcome pack to know what is going on

Youth-friendly:

- · Non-tokenistic events and programs for young people
- · Old people's town make it more diverse
- · Organise events at school
- How do you reach young people? Go to where they are (schools, skate park)
- Primary schools of Broken Hill and district art exhibitions in public gallery

Improved transport:

- How do/can you experience 'cultural/place' without a car?
- Can we trial a free bus to connect sites/places (RFDs, landmarks, south/north)
- Affordable reliable transport to place like Menindee, Silverton and the Living Desert 'up the hill'

Other:

- · Rents are a barrier to new businesses
- What is a heritage city how do we constantly demonstrate this?
- · More share and places to pause
- \cdot $\,$ More education opportunities for young and old
- Lots of volunteers is both a challenge and a strength as people get worn out
- · Better digital technology for artworks
- Temporary and or new residents connected to local groups to volunteer and feel part of the community
- · Be open to new ideas
- · Theatre directors skills/experience passion
- · Haven't been looking for culture so don't know
- · Council to use local artists for projects
- I would like to change the attitudes of the current community to be more responsible about our future don't leave it to Council!

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3.1.4. What are your ideas for the future of arts and culture in Broken Hill?

The largest wall in the pop-up shop was dedicated to a Broken Hill cultural timeline, highlighting important cultural events of the past and inviting people to write their ideas for the future on a post-it note and add it to the timeline. A summary of responses is provided below.

Overall, many comments related to opportunities for public art or public domain improvements, as well as ideas for festivals, events and activities. Opportunities for improved promotion of and information about existing cultural activities was also prioritised.

Public art and public domain (14):

- · Site specific art opportunities
- South Broken Hill can use the street as art and performance space
- · Murals on the water tanks (like silo art)
- · Regreening the line of lode
- Celebrate the line of lode Light show on the line of lode memorial
- · Bring back to "just like a local" app community data
- More light at night
- · Wayfinding 'ant trail' to culture from station
- · Use 'found objects' sculptures
- · Pride and expansion of green space
- Pedestrian crossings as artistic statements (broken hill south)
- Take this time to reestablish the trees lost to the drought in the streets – parks and regeneration felt around our city
- · More projections using social history of buildings
- · Historical photos in shopfronts

Festivals and events (10):

- · More 'big sky' events
- Annual Broken Hill open up late all galleries open late for 1 night with live music etc
- · Increasing the touring music performances
- · Annual garage studio tour to showcase local creatives
- Music festivals
- · More nightlife events and festivals
- · Symphony on the hill
- Dining at the living desert sculptures offer this as part of tourist package – see Broken Hill sights, catered meal at the sculptures
- · Outdoor concerts
- · Food trucks and eating options

Things for young people to do (9 comments):

- Tball for children
- Friday night roller disco rollerskating needs assistance as it is the only activity for young people at night
- · Upgrade the skate park and more youth events
- · Ways of keeping young people here
- · Listen to young people trust them fund their ideas
- · Work experience for year 10 students
- Lots of kids are interested in digital workshops and skills
- · Employment opportunities to keep young people here
- · Apprenticeships and traineships (new skills locally)



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Information and promotion (8):

- Radio word of mouth newspaper are good sources to receive local information
- · Culture app 'whats on'
- · Local treasures map
- · Improve city arrival points station and airport
- · Consistent messages (cultural tourism)
- · Better dialogue from newspaper
- Council can play a role in promoting whats going on already
- · Gap in communication

Activities and workshops (8):

- Art classes and video skills and general up-skilling for youth and community members
- · Making unused spaces useful cultural activity
- New residents can easily get involved in different activities
- Tennis comp at Penrose Park upgrade to tennis courts
- · Water recreation at Imperial lakes
- · Access to and affordability of family oriented activities
- · Art camps at Silverton
- Attracting experienced teachers and educators for adult education, upskilling opportunities

Spaces and venues (8):

- · Bike tracks to Silverton
- Rooftop spaces
- · More stuff going on less empty buildings
- · A cultural space for ideas
- Pop-up shops
- · Creating a living archive to collect the stories
- · Large mining museum plus social context
- · Clean up Block 10

Telling the Broken Hill story (6):

- · 'Front Door' telling the Broken Hill Story
- · More on the city's unique architecture
- · Ambassadors from the city tell the story
- Keep the character of the city
- · Broken Hill itself is a living museum
- · We need a way to connect all the city's themes

Creative industries (7):

- · Film industry (3 comments)
- · Diverse industry
- · Attract new arrivals industry and agriculture does
- · Innovation knowledge skills back to Broken Hill
- · Industry to support a bigger population



Collaboration and leadership (6):

- · Council more proactive
- · Change in attitude towards the city
- · Combined effort sustained
- · We need everyone going in the same direction
- Avoid duplication in offering and work together to continue efforts
- · Easier ways to get community ideas off the ground

Aboriginal and Torres Strait Islander culture (4):

- · Understanding place through indigenous language
- · Creating a keeping place (2)

Other:

- Exposure to more things culturally outside of Broken Hill
- · 'Cycling' electric bikes to cultural offer
- · Accessibility how do we get to places and events
- · Lack of opportunities for musicians
- Media + communications improved to enable working from home
- South recreate the village atmosphere, paint the corrugated iron in Pratten Park, colourful walkway
- · Cost of air travel
- Outreach activities Hub and spoke to other places (Wilcannia, Ivanhoe, silverton, mirundee)
- · Protect water darling river

3.1.5. What are your future priorities for culture in Broken Hill?

People were asked to choose there top three priorities for the future of Broken Hill from the themes presented below. This activity was often a jumping point for a conversation about people's ideas. As shown below, the most popular ideas were 'venues for live music' and 'indigenous arts development'.





Figure 1 - Pop-up board results

¹⁸ Cred Consulting & Overton Creative

3.2. Perfect Light Film Festival popup stall

We attended the Perfect Light Film Festival and set up a pop-up stall as people were arriving at the Civic Centre. Dozens of people 'voted' for their priorities for the future of culture in Broken Hill on the pop-up board (see "Figure 1 - Pop-up board results" on page 18). A number of people also did the survey (respective findings incorporated within section 2.2 and Chapter 3).





Figure 2 - Perfect Light Film Festival engagement 'market stall'

3.3. Kids craft workshop - What rocks about Broken Hill?

We organised a family-friendly barbecue and kids craft activity on the Saturday morning. As part of the craft activity, kids decorated rocks around the theme 'what rocks about Broken Hill?'.

Some of the children and young people's drawings depicted Broken Hill landscapes and sunsets, various cartoon characters and LGBTQIA+ positive messages.

While the children and young people did craft, parents enjoyed a free barbecue catered by the Y's men's group and did the survey (findings incorporated within survey findings chapter).

Some of the things children spoke about were:

- · A love to dance
- · Liking sport
- · Liking school











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3.4. Colour run

We attended the Colour Run and asked families, children and young people to tell us what they love about Broken Hill. Two clear themes emerged around the people of Broken Hill (down to earth, welcoming, strong community spirit) and the landscape (open spaces, the light, sunsets).

People wrote (verbatim comments):

- · The beauty of nothingness
- · Down to earth community
- · The people
- · The history and the people
- · The red sand
- · Wide open space
- Opportunities
- · Beautiful sunrise and sunset
- · It's honest
- · Community
- · Friends at school
- · Football
- · The big red chair
- · Cycling around town
- Everything
- · Ascot Vale
- · The people I've met
- Great place to bring up kids.









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Cred Consulting and Overton Creative facilitated a two community workshops and 1 creative mixer with findings summarised in this chapter.

4.1. Community workshop findings

The purpose of the general workshops was to bring community members and stakeholders together to have a shared conversation about Broken Hill's cultural strengths, challenges and future ideas.

The workshops were an informal conversation facilitated by Cred Consulting and Overton Creative.

What is special about Broken Hill?

- Broken Hill isn't just a small country town. It is an industry town that played a significant role in Australia's social and industrial history.
- · Mining history
- · It is a tight-knit community
- · Everyone has a story
- · Isolation breeds innovation

What you think is currently working and not working in Broken Hill's 'cultural ecosystem

· Sense of pride in being from Broken Hill Not working



- Broken Hill locals don't like to book tickets they just show up
- There is a culture in Broken Hill of not committing to make plans in case something better comes up - making it hard for touring cultural events or acts to sell enough tickets and make stopping here worthwhile.
- Difficult to find out what's on in town often finding out about something after it has already happened
- · Investment and focus on the city centre

What you think the biggest challenges and opportunities are for culture in Broken Hill?

- · Retaining young people in Broken Hill
- · Getting around a lack of public transport
- Opportunity to 'be ready' incase Broken Hill's population has a future boom (potential for a number of new mines in the area)
- Loss of history and heritage (physical objects as well as stories)

Your ideas and aspirations for the future of culture in Broken Hill

- A village centre program investing in developing the identities of Broken Hill's 'villages'
- Workshop participants from South talked about the opportunity for a vacant shopfront art program, pedestrian crossings, beautification of the main street, and finding opportunities for murals, like the blank fence along Patton Park.
- · Creation of a mining museum
- · Food festivals
- More music diversity branching outside of country music

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4.2. Creative mixer findings

Artists, creatives and local business owners attended a 'creative mixer' to discuss the draft strategic directions for the Cultural Plan.

After a brief presentation about what other Regional Cities are doing in the cultural and placemaking space, Overton Creative facilitated a Q&A with the outgoing Gallery and Museum Manager - Tara Callaghan.

Attendees were given the opportunity to ask questions of Tara and Andrew, give suggestions and discuss any issues related to the future of culture in Broken Hill.

Some key take aways were:

Achievements

· Digitising the collection at the Geo Centre and BHRAG

Strengths

- There is a huge amount of creative and cultural things already happening in Broken Hill
- · The gallery collection is a giant beautiful gem
- Fantastic partnership with Gallery NSW in Broken Hill such as outreach programs in Wilcannia and Menindee
- Broken Hill has layers of heritage and history as Australia's Heritage City

Challenges

- Small population but large gallery collection (\$10 millions)
- Declining rate base with a declining population, and the rate base funds local government
- Need to work on collaborating together in the creative community
- Outreach with Wilcannia and Menindee is a stretch for resourcing, but can't say no to them
- Underlying property investment mechanisms cheaper for property owners to keep their properties vacant
- · Lack of information about 'how to start a pop-up shop'
- Focus of cultural funding is on hard infrastructure, rather than soft infrastructure (and Broken Hill isn't short on physical spaces)
- Cultural investment and knowledge comes down to personal relationships and continuity in decision making roles

Opportunities / ideas for the future

- How could Council think differently about funding? The Council library and events team have been thinking about training positions or co-funding things with the state government. How do we extend partnerships?
- · Education partnerships with NSW education and other

- partnerships about broader cultural education in the Region
- Need to revitalise the main street and get activity into it again - very important to a small town. There are pockets of activity but would be good to. Shifting people's mind set away from the shopping centres and into the main street.
- Continue the Arts Inter-agency Meetings (the Art Exchange, West Darling Arts, BHRAG with intention to open to other art groups - before Covid hit)
- · Renew Newcastle model for Broken Hill
- · Arts and cultural officer to facilitate cultural activities
- · Attracting major investment from mines
- · Increase art exposure in the city
- Already have a number of large buildings that could be re-purposed for art uses e.g. the Iceworks and the former power station
- "Given that Broken Hill is a heritage city we should be reactivating the heritage buildings"
- · Collections store like Bathurst
- Delivering fit for purpose facilities for art galleries and museum collections (through the new cultural precinct)
- "We have to find a way to create cultural diversity and cultural critical mass in order to attract a population which will in turn increase a rate base and then increases the investment in culture in the city."





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5.1. About the survey

The community survey was available online via Council's website between 8 and 31 March 2021. Hard copy versions of the survey were made available for the community at the pop-up shop and library. Surveys were also completed in person with people at various locations around Broken Hill including outside the Civic Centre and Silver City Cinemas.

The aim of the survey was to understand community attitudes, aspirations, priorities and ideas for arts, culture and heritage in Broken Hill.

The survey was open to people who live or work in the Broken Hill LGA, as well as to visitors and temporary residents.

The survey was promoted via Council's website and social media channels. This chapter provides insight into key survey findings.

Please note that not all survey questions were compulsory. The number of responses by question are indicated within the data tables. All percentages have been rounded to the nearest whole number.



Doing the online survey with the community at the Perfect Light Film

5.2. Respondent profile snapshot

The following provides a snapshot of the online survey respondent profile.

Relationship to Broken Hill

Respondents were asked what best describes their relationship to Broken Hill, with the vast majority (91%) living in Broken Hill, 6% visiting and 2% on a short-term contract temporarily living and working in Broken Hill.

In addition, 21% of respondents identified as an artist, creative or artisan and 19% of respondents work or volunteer in the arts, culture or heritage.

Age profile

As the survey was 'opt-in', this age profile is not representative of the Broken Hill LGA community profile, and is characterised by more older people and fewer younger people. As such, findings from the survey should be considered in conjunction with findings from other engagement activities.

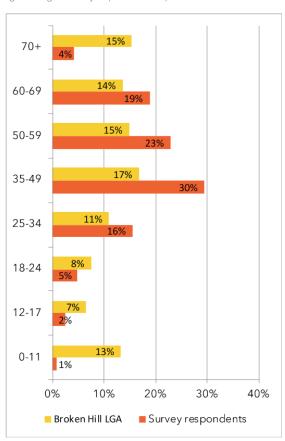
Community groups represented

Many respondents were a member of one or multiple community groups and organisations including: Landcare (19), CWA (10), Broken Hill Community Inc (4), Barrier Field Naturalists' Club (3), Broken Hill Regional Art Gallery (3), Local church (3), YMCA / YWCA (3), Broken Hill Art Exchange (2), Broken Hill Philharmonic Choir (2), Girl guides (2), Historical Society (2), Legacy (2), Local Aboriginal Land Council and Suicide Prevention network, 2Dry FM, Breast Cancer Group, Broken Hill Aboriginal Education Consultative Group, Broken Hill Eisteddfod Society Inc., Broken Hill Kart Club, Broken Hill Outback Emus, Broken Hill Public School P&C, Broken Hill Repertory Society Inc., Broken Hill Small Business Association, Broken Hill Speedboat Club, Community market, Family History, Far west young farmers, Foundation Broken Hill, Gaara, Griffith Skills Training Centre, Heritage Walk Tour Group, Lions Club, MAARI MA HEALTH, Patton Village association, PCYC, Pottery society, Scouts, South Broken Hill Football Club, Southern Cross Care, St Pats, Tennis association, West Darling Hunting Club, West football club

at apply
04
90
91%
46%
46%
14%
6%
2%

Please note respondents were able to select more than one option listed, therefore percentages do not add up to 100%.

Figure 4 - Age of survey respondents compared to Broken Hill LGA



5.3. Attitudes towards arts, culture and heritage in Broken Hill

Survey respondents were asked to rate their level of agreement with a series of statements about the value and state of arts, culture and heritage in Broken Hill.

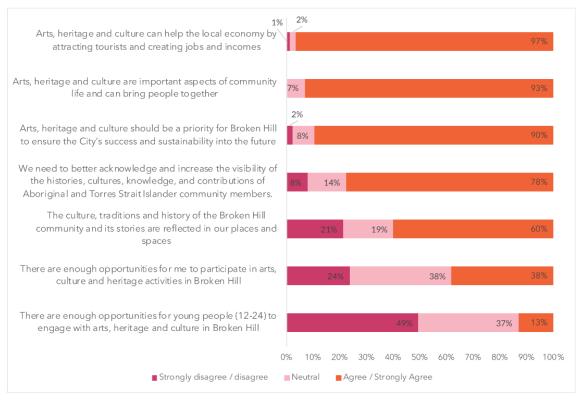
As shown below, the majority of respondents agreed that arts, culture and heritage are important aspects of community life in Broken Hill, contribute to the local economy and should be a priority for the future to ensure the City's success and sustainability.

However, just 60% of respondents agreed that Broken Hill's culture, traditions and history are currently reflected in local places and spaces indicating opportunity for improvement.

Furthermore, 78% agreed that they would like to see increased acknowledgement and visibility of Aboriginal and Torres Strait Islander culture, knowledge and people in Broken Hill.

As shown below, just 13% of respondents said that there are enough opportunities for young people to engage with arts, culture and heritage in the Broken Hill LGA. Less than half (38%) of respondents indicated they personally have enough opportunities to participate.

Figure 5 - Agreement with statements about arts, culture and heritage in Broken Hill



Respondents told us they agreed or disagreed with the statements about culture in Broken Hill because...

"While it can be hard to **engage youth with culture**, I think more effort should be made in this area. Regional and remote areas are hard places to be a teenager with very little variety in what you can do. More needs to be available to them, and especially to those with no interest in sports."

"I would love to see Arts and Culture made a priority for Council, with **sufficient funding to promote better access to high quality performances/exhibitions**, and improve participation and engagement opportunities. This is especially relevant for the 'transient' community members - who relocate here for professional reasons, often with young families. If there are limited opportunities for these people to engage and involve themselves, they will not find enough 'lifestyle' to stay in the community."

"Not enough is done to properly **highlight our heritage**. With the strong community culture and passion from locals who are able to tell stories about the town, not enough time and resources are put into doing something with that."

"If we want Broken Hill to continue to grow from past generations efforts in drawing tourist and visitors to our community then we can not sit on our laurels, **more activities and initiatives** to get locals, especially our youth, involved in art and culture is essential."

"I firmly believe that our awarded "Heritage Listed City" is not being exposed enough to attract people to what we have to offer."

"I also feel that **not enough of our cultural spaces are open and welcoming**. The Trades Hall for example is not easy to access. The Tourist Information Centre needs the same attention to aesthetic as any retail or cultural space you want people to want to be in.

"The **advertising of events** isn't wide enough and the advertising is too close to events."

"Broken Hill has a national reputation as an artistic city. In spite of this, my experience has been that the Arts here has a **limited visibility** - so many private galleries which are not brought together/promoted in a cohesive way. This is a missed economic development opportunity for tourists and the artists alike."

"The city needs to embrace **Aboriginal and Torres Strait Islander people and culture** to help all the towns population heal and move forward"

"Art and culture is so important, but there is scope for **more learning, teaching, activities, celebrations!**"

5.4. What's special about Broken Hill?

Survey respondents were asked to describe what is special about Broken Hill and is a 'point of pride' for them. They were encouraged to think about physical features, stories, people and characteristics. Common themes that emerged from comments include:



Rich local history, heritage and stories (35 comments)

Broken Hill has a unique history and heritage that survey respondents are proud of. Aspects that people highlighted as points of pride include Broken Hill's mining history, social history and migration history. Many told us they value the existing museums, buildings, places and people that are already doing a great job of presenting the City's history, heritage and stories.

However, respondents told us they think there are many more opportunities to share local stories. In particular, people said that there are still "untold" stories in Broken Hill that they would like to see preserved and told into the future. For example, some said they would like to see increased visibility of Aboriginal heritage in the City.

"Our pride? **Our people. Our story. Our history.** But we do not really tell it well enough. We dabble in it, like a movie preview, but we never get to show the movie properly to the outside world or visitors. Time to change it."

"We have unique landscape and rich culture especially our **Aboriginal and Torres Strait Islander culture** and I think this needs to be come a platform showcased throughout town for tourism."

"We don't celebrate mining enough here - we have random pieces of equipment laying around town with no story to it. Why don't we have a proper **mining museum**?"

"Broken Hill was built on the cultures of Maltese, Italian, etc. We don't celebrate our **multi cultural background** enough - we could be having an annual cultural festival where all cultures provide a stand with traditional foods, arts and crafts and really display the culture that helped build Broken Hill."



Strong and independent community (31 comments)

Survey respondents told us that one of the things that makes Broken Hill special are its people and its resilient and independent community spirit that has been shaped by its isolation. Respondents said that even though the community is diverse, in times of need everyone comes together to support each other. Some of the words that respondents used to describe locals include friendly, caring, generous, welcoming and supportive.

"The **community spirit** of the town is a point of pride for me"

"Broken Hill's biggest asset is also its biggest barrier, and that is its isolation. Broken Hill is what it is due to isolation. It is **a wonderful bubble in the outback**."



Local cultural scene and spaces (18 comments)

Survey respondents told us that Broken Hill is special because it has a strong local cultural landscape, including many great museums, galleries, artists and creatives. Some highlighted that this local arts scene is part of what differentiates Broken Hill from other regional cities, and makes it a great place to live and visit. People told us they are proud of the City's long history of grass-roots cultural initiatives.

"Not what you'd expect when you talk about small mining towns. Our **arts and cultural activities are great**."

"The **local museum** is well-presented and well-kept and I am always proud to show visitors around. It tells our stories well."

"Broken Hill as a **film destination** is another point of pride. It creates work for many locals in front or behind the camera. The Perfect Light Film Festival is one of the highlights on the events calender."

"For me it's the creative "**International Artists**" that have produced in it's magnificent surroundings..."

"I love the arts community which is very active and welcoming."



Unique and beautiful natural environment (18 comments)

Survey respondents told us that they are proud of Broken Hill's beautiful natural environment. People said they love being surrounded by wide open spaces, big blue skies and desert landscapes - and think that the natural environment has helped shape the fabric of the community and place, as well as inspired many artists and creatives. Respondents also highlighted the importance of regeneration areas.

"The cultural identity of the City is a creation of, and a response to, its **natural environment**. It is the combination of all these interlocking factors that give me a point of pride, being part of and seeking to foster those cultural attributes."

"Broken Hill is special because you can drive for five minutes and be out in open space with a **beautiful big sky above you and the bush around you.**"



Other points of pride

Respondents also commented on the following points of pride:

- · Broken Hill's isolation is part of what makes its community and places unique (5 comments)
- Aboriginal and Torres Strait Islander culture and people, with opportunities to showcase this more (3 comments)
- · Places surrounding Broken Hill such as Silverton (3 comments)
- · Good lifestyle in Broken Hill, include slower pace and ease of access walking and by car (3 comments)

5.5. Visiting cultural facilities and spaces

Respondents were asked which cultural facilities and spaces in Broken Hill they had visited in the past two years, and how often they visit. They were encouraged to think about their attendance prior to the COVID-19 pandemic.

Respondents were most likely to regularly visit (e.g. more than 2 times a year) the Broken Hill Regional Art Gallery (68%), Broken Hill Community Inc (60%) and the Broken Hill City Library (60%).

The majority of respondents had not visited the West Darling Machine Preservation Society, the South Community Centre Library, the Broken Hill Mosque Museum, the Synagogue of the Outback Museum and the Broken Hill Outback Archives in the past two years.

When asked why they visit cultural venues regularly, respondents told us they do so to show visitors around, to visit new exhibitions, to do research, to attend events, to borrow resources, use computers or participate in programs at the library, for work, because they are interested in arts and culture, to attend activities with children or grandchildren and to buy gifts at art gallery shops.

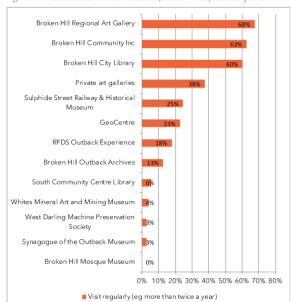


Figure 6 - Visited cultural facilities and spaces in the past two years

Respondents told us that they enjoy visiting cultural facilities because...

"My young children love the Railway Museum, this is a terrific resource! I try and encourage my family to live an engaged cultural life, this includes visiting the gallery, library and other museum facilities regularly. I believe it makes us more rounded human beings to reflect upon society and its history."

"Convenience of the Regional Art Gallery cannot be beaten. And if you work near Argent St, its easy to pop in to see the latest exhibition or to shop for Xmas presents in the shop."

"I go to the Community Centre nearly every day. It is a great place for volunteers to go to meetings, have a chat, work in the gardens or help keep it clean for events etc. I don't visit tourist attractions unless I have visitors from out of town." "I visit the art gallery most regularly as it is easy to access, largely free and has rotating displays. It is also fairly quick to visit and appreciate."

"The library is a great resource, and my grandkids love the railway museum so we go there a couple of times a year."

"As a [visiting] Artist my interest is mainly the local Art shops, galleries & BHRAG....meeting some of the local Artists is a real highlight to the trip."

"I used to visit the Broken Hill City Library every week when it was open on Sunday."

"Railway museum - our kids love trains. This site has great cultural and history rooms/displays, but the trains could be much better presented and much cleaner."

5.6. Attending cultural events and activities

Attendance

Respondents were asked which cultural events and activities they had attended in Broken Hill in a 'typical' year (e.g. not during the COVID-19 pandemic).

Respondents were most likely to have been to see a movie at the cinemas (78%), attended an art gallery opening or exhibition (59%) or attended the Broken Heel Festival (50%).

They were least likely to have attended a heritage walk/ tour (13%), and just 3% had not participated at all in the two years prior.

Respondents commented that other important cultural events, activities and experiences in Broken Hill include Heritage Week, Silver City Cup Day, Naidoc Week, Maari Ma Art Awards as well as visiting Silverton, walking and hiking in the natural environment.

Reasons for participating

Respondents were asked why they participate in cultural events and activities.

Respondents were most likely to participate for entertainment (77%), followed closely by to support the local economy (73%).

Barriers to participating

Respondents were asked whether they experience any barriers to participating in culture in Broken Hill.

Most respondents did not experience any barriers (47%), however 44% identified that it is hard to find information about cultural events and activities.

Finding out about local events and activities

Difficulties finding information was identified as the top barrier to participating in cultural events and activities.

Respondents were asked how they usually find out about cultural events and activities in Broken Hill. As shown in the graph below, the majority indicated that they do so via social media (facebook, instagram((78%), via word of mouth (68%) and via the local newspaper (52%).

Figure 7 - Attending cultural events and activities in a typical year

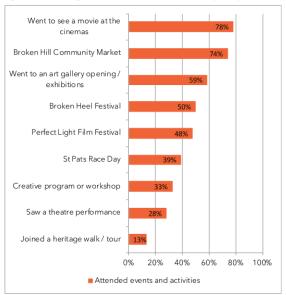
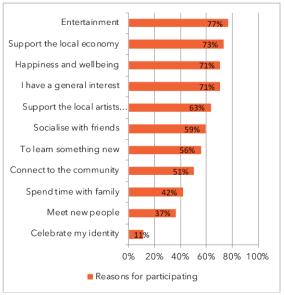


Figure 8 - Attending cultural events and activities in a typical year

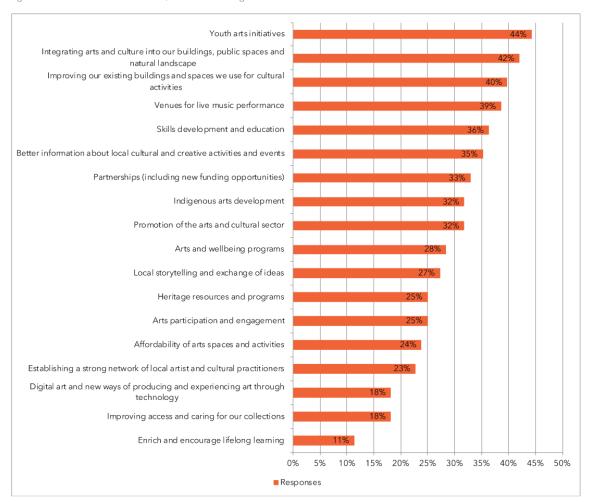


5.7. Priorities for the future of arts, culture and heritage

Respondents were asked what the top priorities for arts and cultural development in Broken Hill should be over the next 5 to 10 years. They were presented with a list of priorities to choose from, and were also able to identify other priorities through open ended comments.

As shown in the graph below, the two most important priorities for the future identified by the community were 'youth arts initiatives' (44%) and 'integrating arts and culture into our buildings, public spaces and natural landscapes' (42%).





5.8. Priorities for the Cultural Plan

Respondents were asked to share their priorities that they would like to be considered in developing the Broken Hill Cultural Plan. These are summarised in the table below.

Theme	Summary of comments
Festivals or events (34 comments)	 Outdoor spaces suitable for events Free community festivals (e.g. in Sturt Park) Food festivals Outdoor cinema Heritage festival Pop-up events in empty shopfronts Events marking holidays (e.g. Christmas, Easter, Halloween, Seasons) Night and weekend events Live music festivals and events Support existing festivals and events (e.g. St Pats) "Outback olympics" Stand up comedy Independent film festival
History and heritage (21 comments)	 Generally share history of Broken Hill Improved representation of mining history (e.g. Mining museum) Maintain existing heritage buildings and venues Display the history of Broken Hill in public space with interpretive technology (e.g. Argent St) Suggested Mining Museum, History Museum Suggested Mining 'experience' for tourists Focus on multicultural and migrant stories Historical/cultural tracks through surrounding commons
Public art and public spaces (20 comments)	 Increased public art Incorporate public art into existing buildings, water tanks Engage local Aboriginal artists to do public art murals Interactive and digital public art, not just murals Public art on the South side Heritage style lamp posts in town Develop the Artwork Walk in Crystal Lane Develop a sculpture drive along Pro Hart way Restore Clark Barrett mural in Argent St Improved wayfinding / story telling in CBD Outdoor spaces suitable for events New pump track for South Park with public murals
Aboriginal and Torres Strait Islander culture (13 comments)	 Partnerships with First Nations people in development of programs Suggested venues including Indigenous Historical and Cultural Centre, Indigenous Art Gallery Improved engagement and promotion of Indigenous heritage Greater inclusion/acknowledgement of local Indigenous groups Encourage Indigenous knowledge about plants Indigenous Cultural Officer position at Council Tourism with an emphasis on Indigenous culture Engage local Indigenous artists to develop public art

Environmental protection and greening (13 comments)

- More 'green spaces' in the CBD and local trees to beautify streets and spaces
- · Greater focus on regeneration local parks and gardens
- · Access to regeneration area for residents and tourists
- Celebrate Australian native vegetation
- Information and education about arid-zone plants
- · Take care of the environment
- Strong leadership in caring for and promotion regeneration areas
- More cultural / arts experiences in natural landscapes

Workshops and activities (13 comments)

- More creative and arts workshops for all ages
- More outdoor activities and workshops
- · Film workshops to build local job skills
- More creative kids voucher activities
- Pub trails
- Workshops on the weekend, at night and during school holidays
- Cycling safety workshops

Improved information and promotion (12 comments)

- Central point for information about what's on
- Improved communication to remote communities
- Better signage and upkeep of existing venues
- Increased promotion of events and venues
- Online and hard copy guides
- Promote Broken Hill as great place to holiday or live
- Street banners promoting events
- Promotion of the town as the 'artback'
- Support art events with promotion including those run by private operators

Cultural venues and spaces (14 comments)

- Better signage and upkeep of existing venues
- Restore heritage buildings and spaces
- More live music venues
- More outdoor event-ready spaces
- More public gathering spaces in the CBD (e.g. shady, seating areas)
- Provide access to empty shop fronts for creative arts
- Community spaces to display art
- Rename and repurpose the Aged Persons Rest Centre
- Hold events in various venues to showcase these to people

Young people (12 comments)

- Affordable and free youth events and activities in consultation with young people
- Work towards changing the narrative that "there's nothing to do" for young people
- Youth drop in art centre

Partnerships and capacity building (5 comments)

- Partnerships with local businesses
- Develop the professional capacity of locals to run workshops
- Build relationships within the community and support existing local organisations
- Support relationship-building between community groups and organisations

Other priorities (less than 3 comments)

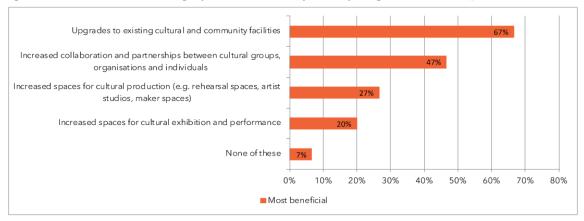
- More free family and child friendly venues and events (3)
- Affordability, including to support access for disadvantaged families (3)
- Art exhibitions around town (3)
- Support the Broken Hill Regional Art Gallery (3)
- Provide 'something for everyone' (e.g. all ages) (3)
- Light displays at cultural spaces (2)
- Focus on education including STEM (2)
- Funding for local groups to develop spaces
- Art awards
- · More stall holders at community markets
- Consultation from all age groups
- Value the benefit of art to social connection
- Geocentre
- Develop a labyrinth meditation path
- Transparency in which groups / businesses receive Council support
- Support seniors to use digital technology
- More cultural opportunities in the South
- Support Theatre 44

5.9. Cultural volunteers - key findings

Respondents that volunteer in the cultural sector were asked which option would benefit them or their organisation most. They were most likely to select 'upgrades to existing cultural and community facilities'. Through comments, respondents also suggested:

- · Increase activity and events in the evening and on the weekend
- · Increase accessibility of existing venues
- · More seating in Sturt Park so that heritage tour participants can sit down
- · Upgrades to Theatre 44
- · Help groups and individuals network
- · Increased arts and cultural programming
- · Encourage pop-up shops in empty shopfronts
- · Increased murals and public art
- · Buskers in the streets.

Figure 10 - Volunteers - Which of the following do you believe would benefit you and/or your organisation most? (15 responses)



Cultural volunteers said:

"There is a need to embrace the capital city approach to cultural attractions - essentially 24/7. Broken Hill is still too much cursed by a 9 to 5 perspective and weekends are their own. The City must embrace a mode of living and operating that is inclusive and responsive to the lifestyles of most people in the modern world elsewhere. What is the point of encouraging visitors to view the setting sun on the Mundi Mundi Lookout, only to find when they return that the town has shut down for the night."

"We have some lovely spaces in town, they just need to be used better. This doesn't mean they need a great deal of money thrown at them either, just need to be more accessible perhaps."

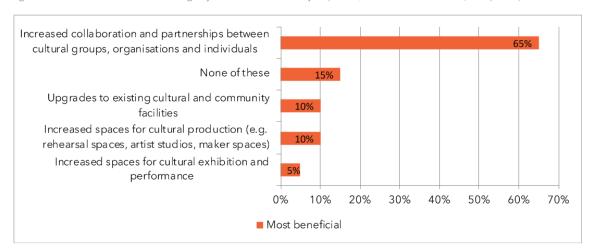
"It would be great to think BHCC was a 'can do' council: allowing pop-up shops and buskers and street art. More murals; maybe sponsor a youth mural crew."

5.10. Cultural workers - key findings

Respondents that work in the cultural sector were asked which option would benefit their practice, career or business most. They were most likely to select 'increased collaboration and partnership between cultural groups, organisations and individuals'. Through comments, respondents also suggested:

- · Focus on building capacity and unlocking opportunities for local creatives
- · Increased information and promotion of local artists and galleries
- · Increased opportunities to exhibit artworks
- · Council to play a role in support Film and TV production in the Far West
- · Support mentorships for artists
- · Involve local schools more and increase workshops for kids and young people.

Figure 11 - Volunteers - Which of the following do you believe would benefit your practice, career or business most? (20 responses)



Cultural workers said:

"Collaborations and partnerships are essential to cultural and artistic output. Organisations like WDA facilitate artistic practice through distributing grant money or assisting with grant applications. Active participation by Council can make film and TV productions in the Far West more attractive."

"More done to spread the knowledge of our local artists and artisans. We have some amazing artists and creators but there is a focus on only one or two to draw tourists to the area. Then they tend to only find all our galleries by accident or recommendation."

"More opportunity for artists to exhibit and sell their work in Argent St. Argent St needs more trees and public amenities."

Collaboration and partnerships

Respondents identified opportunities for increased collaboration:

- Publish a newsletter or give publicity (internet, radio, TV, paper) to art events whether they are public or private
- Actively promote Broken Hill as a cultural and artistic destination for individuals and professional productions
- · Collaborative exhibitions and workshops
- Increase support for local youth to access programmes in the arts
- More State/National collaborations to increase funding flow
- Develop the digital capacity for all the organisations (e.g. developing on-line stories for cultural mapping, virtual tours, putting collections on-line)
- Establish a small cultural fund to hold funds for local artists, film makers, supporting dance groups to come out our way
- A better network of working together. Particularly smaller privately owned galleries and tourism operators with the larger council owned facilities.

Economic benefits

Respondents identified opportunities for creative economic development including:

- Increase marketing of Broken Hill as a tourist destination
- Expand appeal as Film and TV industry destination, including reviving the old film studios, training locals in technical aspects and removing red tape (e.g. DAs)
- Increased opportunity for artists to exhibit and sell their work on Argent Street
- · More trees and public amenities on Argent Street
- Increased focus on digital technology experiences and STEM
- Incentives for community and personal gardening to encourage beautification
- · Use alternative energy (e.g. solar and wind)
- Festivals are a good way to combine culture and tourism
- Stick with one initiative over the longer term to see success
- Projects that leverage the natural environment (e.g. like the field of lights at Uluru - light up the Line of Lode, Amphitheatre at the Sundown Trail).

5.11. Visitors to Broken Hill - key findings

Visitors were asked what drew them to Broken Hill. Out of total 6 responses, people said they came to Broken Hill for the arts and cultural offer, for the history and heritage, for the Perfect Light Festival and for work.

When asked whether there are any creative or cultural experiences missing in Broken Hill, visitors suggested:

- · Aboriginal cultural centre
- · More centralised information and promotion
- · Workshop based on the brushmen of the bush about networking and promoting your work.



Who we spoke to

In March 2021, the consultant team returned to Broken Hill and completed additional stakeholder interviews with:

- · Aboriginal Elder Maureen O'Donnell
- · Theatre 44 Marilyn Harris
- · The Broken Hill Heritage Walk Tour Mr. White
- White's Mineral Art and Mining Museum 'Bushy' and Betty White
- · Silverton Artist John Dynon
- · Willy Nilly Art Amanda Johnson
- · Local Historian Don Mudie
- · Broken Hill Art Exchange (Chair)
- · Willyama Arts Society Maureen Clark
- · Broken Hill TAFE Mathew Jones
- · Council's Heritage Advisor Dr Liz Vines

- More exposure to different things from 'outside' other than the regular offer
- More participatory opportunities for art projects make things
- · Discover your own backyard treasures
- · Build more opportunity for local writers
- Further support art outreach to Menindee, Ivanhoe, Silverton and Wilcannia
- · More independent films
- Building experiences Concert on the Hill (Line of Lode)
- More festivals that are unique to Broken Hill we are out of the habit of regular festival
- Desire for more free/low-cost creative activities for children and young people
- Some kind of hang out space opportunity to meet with other youth – rather than staying in my bedroom'

Key findings

Strengths

The local newspaper is still an effective means of communication locally

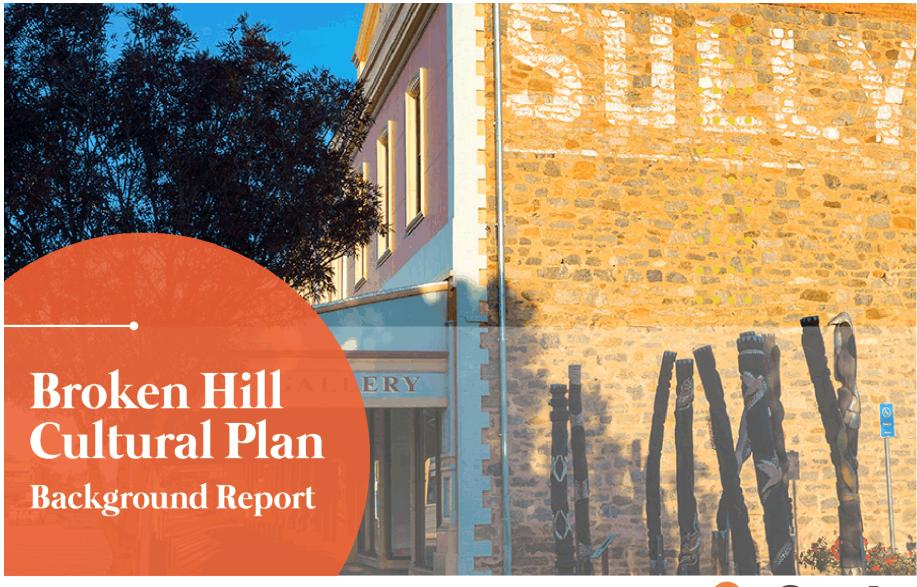
Challenges

- Challenging to retain skilled workers e.g. good drama/ music teachers locally. They live in Broken Hill for a while, and eventually leave meaning there is a lack of continuity of cultural programs and education
- Some cultural organisations lack visibility in the community

Opportunities & ideas

- Better ways to embed drama in to local high schools particularly years 11/12
- Professional development required for drama directors.
- · More concerts = more exposure
- · Re-establish touring networks
- Capital support required for Theatre 44 stage and lighting.
- · Locals don't book to see events just turn up!

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Final 15 June 2021



Report Prepared by:



Economic Analysis + Advice by:



Report title: Broken Hill Cultural Plan Background Reoprt

Client: Broken Hill City Council

Version: Final

Date: 15 June 2021

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ADOPTION OF THE BROKEN HILL CULTURAL PLAN 2021-2040

Background and purpose

Purpose of the Cultural Plan

There is a growing understanding of the benefits that creative facilities and industries make to the economic prosperity, community vibrancy and overall liveability of a place.

The recent scoping and development of the new library precinct in Argent Street has highlighted the need for an all-encompassing Cultural Plan for the City that can guide Council's allocation of resources toward the achievement of key economic, social, environmental and community aspirations.

The *Broken Hill Cultural Plan* will represent a significant progression towards developing a more co-ordinated, efficient, and streamlined approach to cultural infrastructure planning and provision.

This planning process will also represent a shift towards cultural infrastructure planning in collaboration between local, state and federal governments. (This includes the new NSW Government Cultural Infrastructure Plan 2025+ which provides the strategic framework for how the NSW Government will invest in and support cultural infrastructure across the state until 2025 and beyond.)

Importantly the Cultural Plan will establish a decision-making framework to enable the delivery of arts/cultural infrastructure to be realised and coordinated through Council's strategy/ policy development and capital works program. These priorities will inform future investment and business case development for cultural infrastructure projects and programs across the City.

The Plan will provide an overarching framework and strategic direction for the delivery of cultural programs, services and facilities in the City of Broken Hill for the next 20 years. It will help embed cultural infrastructure into the larger program of city-shaping infrastructure planning by the City of Broken Hill.

Recent work with the development of draft business plans for both the Broken Hill Regional Art Gallery (BHRAG) and the Albert Kersten Mining and Minerals Museum (Geo-Centre) and the precinct planning for the new Cultural Precinct and Library and Archives project has highlighted that the community and cultural sector are demanding adaptive reuse and making existing facilities fit for purpose; with the need for more affordable, and flexible spaces to support the work of its various creatives; and the role of cultural infrastructure in supporting cultural tourism and the cultural practice and economic empowerment of Aboriginal communities.

The Plan will be used to inform Council's budgeting process and provide input into Council's operating and delivery plans.

The Plan will also position Council to:

- pursue collaborative partnerships with other levels of government and other key stakeholders (including the private sector) to attract funding for new cultural infrastructure;
- facilitate better use of existing facilities and services, and
- increase investment in local programs and service delivery.

Purpose of this report

This report provides the background information and research which will underpin the production of the *Broken Hill Cultural Plan* incorporating an infrastructure needs strategy for 2020-2040.

Role of Council

Broken Hill City Council plays an important role in strengthening the local cultural life of our City by providing cultural leadership and advocacy, developing cultural policies and plans and delivering and managing cultural infrastructure and services.

However, with limited resources and capacity and a declining rate base, Council needs to work in close partnership with other levels of government, the community, private sector and other stakeholders to deliver sustainable outcomes.

This Plan outlines a framework for Council, community and partners to work together to achieve our shared vision for the future of culture in Broken Hill. It outlines opportunities for improved collaboration and coordination, recognising that we all have a role to play in enhancing the cultural life of our City.

Culture, arts and creativity in Broken Hill



traditions & customs > the way we live our lives > who we are > how we express ourselves > memories > ancestry



Snapshot of Broken Hill's cultural landscape

The Wilyakali people have occupied the lands around Broken Hill for thousands of years well before the mineral wealth that led to the establishment of Broken Hill was unlocked.

The Wilyakali people and their Darling River neighbours, the Barkindji, had and continue to have, a close and intensely spiritual relationship with the land. Evidence of their cultural life exists north-east of the City at Mutawintii in the form of hand stencils and rock engravings in the caves and sheltered overhangs that honeycomb the area.

Arts, culture, and heritage remain an intrinsic part of Broken Hill: valued for its contribution to people's life-long learning and wellbeing, as well as the city's identity and economy.

Broken Hill has a significant place in the Australian cultural landscape and imagination, and the City imbues many national symbols and values of Australian life. This has resulted in Broken Hill becoming a destination experience for the Australian 'outback' and its rich mining heritage.

Broken Hill's unique status as the first heritage listed city on Australia's National Heritage List reflects its deep natural and cultural values. It is challenging, however, to define a single cultural narrative for Broken Hill. Recent insights reveal that "culture in Broken Hill means different things depending on whom you ask". From a recognition of locals defining that "the landscape, the earth and the sky as part of the place's culture" to tourists/visitors who remain intrigued and attracted to the distinctiveness of the City and its depiction across art through the varying lenses of its landscape, mining, and social history.

In modern times, the City's progression of mining and its proud heritage of the local labour movement; (defined by collective relationships between members of the community, trade unionism and socialism) have germinated many of Broken Hill's cultural icons. This included the establishment of NSW's first regional art gallery in 1904, followed in 1907 by the first regional public library, and subsequent major collections of art, mineralogy and social history archives.

Part of the City's cultural storyline has also come to symbolise the challenges and remoteness of living in the Australian outback and further defined in part by the "Brushmen of the Bush" movement (including Pro Hart) from the early 1970's and the area being made 'famous' by classic Australian films including Mad Max 2, and the Adventures of Priscilla Queen of the Desert. This symbolism and the City's unique place in Australian society have drawn artists, writers, painters, poets, and film makers to the area. Artists have been attracted to the City by the mix of opportunity to enjoy the lower-than-city costs of accommodation, the quality of light, the proximity to the 'Outback' and industrial landscapes, and to seasonal tourist markets.

The "community of artists" represents a diversity of the population and reveals a broad range of cultural practice and engagement. Community organisations as varied as the Broken Hill Civic Orchestra Inc., the Cameron Hill Pipe Band and the Sufi Bookshop provide opportunities for arts participation among artists and the community. These groups are ably supported by a strong band of volunteers, though sustainability remains a key issue given particularly the ageing population of the City and the ability of these art's organisations to maintain a 'critical mass' of support.



Aboriginal rock art at Mutawintji to the north-east of the city (source: Destination Broken Hill)



The Brushmen of the Bush (L-R) John Pickup, Jack Absalom Hugh Schulz, Eric Minchin, and Pro Hart (source: ABC)

Cultural spaces and resources are a vital part of the ecosystem that supports Broken Hill's creative economy.

Currently around thirty art galleries, museums and other cultural attractions and experiences, as varied as the Living Desert State Park, the Big Picture at the Silver City Mint and the Sulphide Street Railway & Historical Museum provide a unique blend of cultural assets and enterprise.

Non-government organisations like the volunteer run Broken Hill Art Exchange Inc. and West Darling Arts play a part in facilitating the arts and other sectors to engage in artistic practices across the City and region.

The mainstay of cultural infrastructure in Broken Hill remains Council's owned/managed facilities including the Albert Kersten Mining and Minerals Museum (GeoCentre), Broken Hill Regional Art Gallery and the City Library along with the newly refurbished multipurpose Civic Centre which offers a fulfilling and diverse range of arts and cultural experiences.

These facilities have focused:

- · engagement to support the participation, vibrancy and resilience of residents; and
- · developing a quality visitor experience in support of the activation of Broken Hill as a major regional cultural destination.

Regional, state, and national exposure of culture in the City has come through the Art Gallery's growing reputation to deliver unique wide-ranging exhibitions and programs such

 the 'Pro Hart Outback Art Prize', artist- in-residence program;

- · industry awards for capacity building and sustainability programs including 'Fresh Bark '(an initiative promoting young Indigenous Artists living in Far West NSW); and
- a leading two-year project to digitise the remarkable City owned art and mineral collections.

Other exposure has resulted from the establishment of major cultural events developed by independent cultural producers like the 'Perfect Light Film Festival' and the 'Broken Heel Festival' that have aimed to capture the spirit, history, diversity, and character of the City.

A recent focus has turned to the renewal of resources (driven by Council) that has included new strategic plans and policy development for the Art Gallery, GeoCentre and public art, along with the development of the proposed new Cultural Precinct and Library and Archive in Argent Street.

The future of 'culture' in Broken Hill will be defined by its ability to:

- continue to be a resilient place that can adapt to changing conditions, issues, opportunities, and local
- further embrace the City's unique heritage architecture and creative interpretations that recount the diversities of the City's past to define its sense of place;
- continue to redefine the City's remote context in a positive light - recognising that geographic limitations are diminishing through wider educational aspirations and that digital connectivity opportunities are improving;
- recognise that new prioritised cultural investment will further drive regional growth and economic development:

 recognise that creative arts and activity promotes innovation, entrepreneurship and has the ability to attract new business, residents, and visitors to the City.



Broken Hill heritage walk tour - Australia's first heritage listed city (source: Destination Broken Hill)



Pro Hart Outback Art Prize 2017 finalist (Souce: Sally West Art)

Broken Hill City Council

Timeline

FIRST NATION'S PEOPLES



The Wilyakali people have occupied the lands around Broken Hill for thousands of years well before the mineral wealth that led to the establishment of Broken Hill was unlocked The Wilyakali people and their Darling River neighbours, the Barkindji, had and continue to have a close and intensely spiritual relationship with the land.

Since time immemorial (50,000+ years and continuing)

Broken Hill has a significant

landscape and imagination, and the

City imbues many national symbols

and values of Australian life that has

resulted in Broken Hill becoming

a destination experience for the

Australian 'outback' and its rich

place in the Australian cultural

1835 **EXPLORERS**



The first European. surveyor and explorer Major Thomas Mitchell, visits the area.

ESTABLISHMENT OF SILVERTON



Silverton (25km northwest of Broken Hill) is established after the discovery of silver and lead deposits. It reaches its peak population of approximately 3,000 by the end of 1885.

1883

BROKEN HILL TRANSPORT



The first train arrives in Broken Hill from South Australia (via Silverton) and Broken Hill is proclaimed a municipality.

1888

FIRST TRAIN FROM SYDNEY



The first train arrives in Broken Hill from Sydney after 40 years of campaigning for the route.

1927

1885

BROKEN HILL PROPRIETARY



Mining the ore body in Broken Hill sets the newly formed Broken Hill Proprietary Company Limited (BHP) on a path to become Australia's richest company.

1915 WW1



Broken Hill is the scene of the only enemy attack on Australian soil in WWI. Only four months before the ANZACs fight the Turks at Gallipoli, a Silverton-bound train is fired on by two men in an ice cream cart flying the Turkish flag. Today a replica cart can be seen at White Rocks at the northern end of Broken Hill.

Population peaks at approximately 35,000.

Cred Consulting & Overton Creative

mining heritage.

QUEEN VISITS BROKEN HILL



Queen Elizabeth visits Broken Hill and broadcasts a message to outback listeners linked with the Flying Doctor base.

1954

LIVING DESERT RESERVE



The Living Desert Reserve comprises 12 sandstone artworks that were completed in 1993 by artists from around the world.

1993

LIVING DESERT **SANCTUARY**



The Living Desert Sanctuary opens and encompasses the existing Sculpture Symposium.

2002

MINING



After more than 130 years of mining a 300-million-tonne mineral system, the 7.5km-long, 1.6km-deep Line of Lode still supports mining, making Broken Hill one of the longest continual mining towns in the world.

PRESENT

1942 **CONSTRUCTION OF MUNITIONS ANNEXE**



A munitions annexe is constructed, employing 300 women and 84 men, producing 637,606 nose cones for shells until the end of WWII.

1970 **LOCATION FOR FILMS**



Since 1968, more than 50 feature films and television series have been made in the Far Wesr Region including classic Australian films such as Mad Max 2, and the Adventures of Priscilla Queen of the Desert.

2001 **MINERS MEMORIAL**



The Miners' Memorial is opened and recognises the lives lost during the city's mining operations.

2015 **NATIONAL HERITAGE CITY**



Broken Hill becomes the first city in Australia to be included on the National Heritage List.



Location

NSW State context

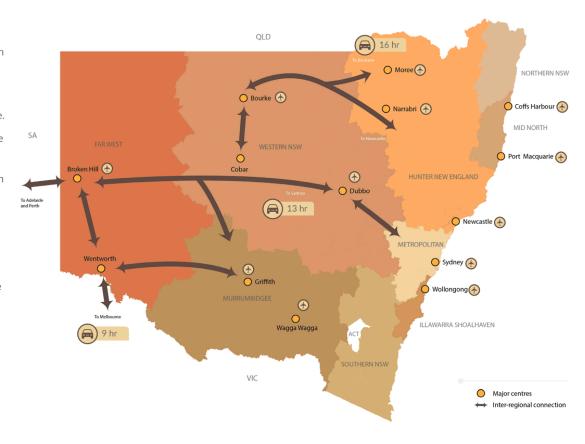
The City of Broken Hill is the largest regional centre in the Far Western Region of New South Wales. It lies in the centre of the New South Wales Outback, close to the South Australian border and midway between the Queensland and Victorian borders.

The outback of which Broken Hill is part of is known for its untouched natural heritage, national parks and local culture.

Broken Hill's airport, train station and close proximity to the National Highway network connect the city, which is a 13 hour drive from its capital, Sydney. The closest major city is Mildura in Victoria and the nearest capital city is Adelaide in South Australia.

Travel distances

- 3 hr 15 min flight from Sydney or a 13hr drive (without
- 1 hr 15 mins flight from Adelaide
- 9 hr drive from Melbourne. 16 hour drive from Brisbane and 29 hr drive from Perth (without stopping).
- No direct flights from Brisbane, Melbourne and Perth



The Far West Region

The Far West Region covers 40% of the land area of NSW. It consists of 9 LGA's including Broken Hill which is located geographically within the Unincorporated Far West Region as shown in the adjacent map. The region consists of Barwon-Darling river system, one of the longest in Australia, connecting communities along its path.

Historically, mining has been one of the top occupations in the region and it is currently the top industry in the region by economic contribution, followed by agriculture, forestry and fishing. The food processing industry is emerging in the area along with the arts, culture and tourism industries.

Unincorporated Far West Region

With a population of 1,056 people (ABS, 2016), the Unincorporated Far West region has a land area of 93,300 sq.km. The community of Silverton near Broken Hill, belongs to this region. The Unincorporated Far West Region is not part of any local government area. (Broken Hill is situated within the Unincorporated Far West Region but is not part of it.)



Broken Hill LGA

The Broken Hill LGA has a population of 17, 814 (ABS, 2016) with 99% of people living within the city of Broken Hill. The local government area is a popular tourist destination and a film location.

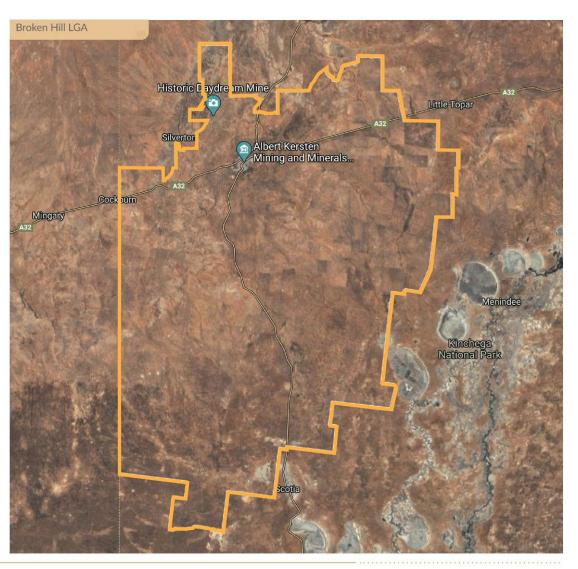
The Broken Hill railway station has a weekly train service to Sydney and daily services to Dubbo, with coach connections to Bourke and Lighting Ridge . Two bus routes operate within the LGA to service the parts of North and South Broken Hill.

Since the discovery of the world's richest source of silver, lead and zinc, Broken Hill has been the longest-settled mining resource in Australia. The Day Dream Mine at Silverton, located 33 kms from Broken Hill gives the opportunity for tourists to experience the tough working conditions of mining.

Broken Hill lies within an arid land zone with a hot desert climate with maximum temperatures above 43o C. The hottest month is January with an average high-temperature of 32.3oC. There is little rainfall over the year, the mean number of days with rainfall >1mm is 34.6 days. Overall, the average annual temperate is 17.3°C.



https://www.theguardian.com/australia-news/2019/aug/15/documents-reveal-500m-broken-hill-pipeline-built-for-benefit-of-irrigators



Strategic alignment

The Broken Hill Cultural Plan will sit within Council's integrated planning and reporting framework and will provide a roadmap for cultural outcomes for delivery by Council, other levels of government and community partners.

The Plan will connect with and support a whole of Council approach through the integration of strategies across departments.

In 2009, the NSW Local Government implemented an Integrated Planning and Reporting Framework (IPRF). This framework allows NSW councils to draw their various plans together, to understand how they interact and to get the maximum leverage from their efforts by planning holistically for the future.

The framework includes the development of a Community Strategic Plan and a four year Delivery Program with the associated Resourcing Strategy comprising asset management, work force and long term financial plans.

This integrated reporting framework recognises that the council plans and policies should not exist in isolation on a 'policy island'.

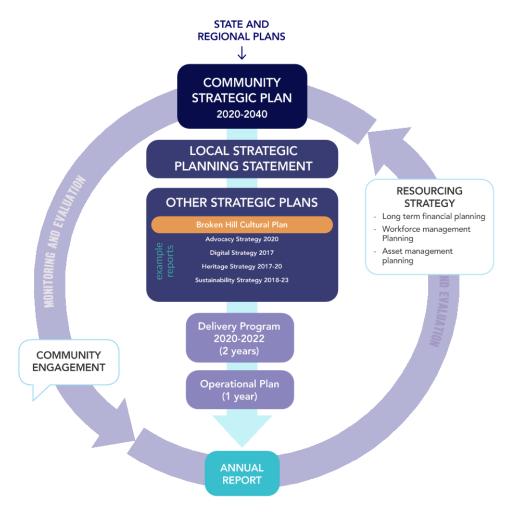


Figure 1 - Broken Hill Integrated Planning and Reporting Framework

Policy landscape

This section provides a summary of the cultural context at the Australian Government, State, regional and local level that could influence and impact on cultural planning, programs and activations in Broken Hill.

International

UNESCO

The adoption of the 2005 Convention for the Protection and Promotion of the Diversity of Cultural Expressions was a milestone in international cultural policy. Through this historic agreement, the global community formally recognised the dual nature, both cultural and economic, of contemporary cultural expressions produced by artists and cultural professionals.

United Nations

The United Nations 2030 Agenda for Sustainable Development was adopted in 2015 and acknowledges, for the first time, the key role of culture, creativity and cultural diversity to solving sustainable development challenges and to advance economic growth and foster social inclusion.

UN Declaration of the Rights of Indigenous Peoples

The UN Declaration of the Rights of Indigenous Peoples was adopted in 2007. It establishes a universal framework of minimum standards for the survival, dignity and well-being of the Indigenous peoples of the world and it elaborates on existing human rights standards and fundamental freedoms as they apply to Indigenous peoples.

National

Australia Council for the Arts

Draft Strategic plan, 2020-2024

The Australia Council for the Arts is the Australian Government's principal arts funding and advisory body. The Council is currently developing a new strategic plan for 2020-2024, with draft strategic priorities including:

- Memorable arts experiences for everyone, including initiatives to target new and existing audiences nationally and internationally, expand opportunities to engage with the arts and promoting arts experiences in everyday life.
- Our arts reflect us, including initiatives to connect communities through the arts, supporting diverse artists and a diverse workforce in the arts.
- First Nations arts and cultures are cherished, including initiatives to strengthen and embed First Nations arts and culture, and empower First Nations-led decisionmaking and practitioners.
- Arts and creativity are thriving, including initiatives to support viable careers and business models, support experimentation and developing partnerships.
- Arts and creativity are valued, including initiatives to advocate for the public value of arts and culture, lead public discussions about the importance of arts and creativity and develop evidence that increases understand of the arts.

NSW

Create NSW

Create NSW is the NSW Government's arts and cultural driver, which brings together arts, screen and culture functions in an integrated entity, and includes cultural infrastructure.

NSW Arts and Cultural Policy Framework, 2015-25

This is a ten-year policy framework for the arts, cultural and screen sectors, guiding arts funding, future investment and the development of strategic initiatives to achieve the Government's vision for the arts, including increased cultural participation. The vision for the Framework is: "NSW will be known for its bold and exciting arts and culture that engage our community and reflect our rich diversity."

Ambitions for the Framework are:

- Excellence, including actions around innovation, leadership, Aboriginal arts and culture, international connections and revitalising infrastructure.
- Access, including actions around participation and arts for young people.
- Strength, including actions around professional development, business sustainability, networks and partnerships, and research and evaluation.

Aboriginal Arts and Cultural Strategy, 2015-18

The vision for the Aboriginal Arts and Cultural Strategy is: "Connection, Culture, Pathways will deliver a strong, contemporary multi-disciplinary Aboriginal arts and cultural sector in NSW and increased employment opportunities for Aboriginal Peoples at all stages of their artistic practice."

Its three strategic directions are:

- Connection Aboriginal artists and arts and cultural organisations broaden and deepen their engagement with the people of NSW and the world.
- Culture Employment of Aboriginal Peoples in the arts is based on individual connection to Country, mob, Language, cultural identity and multiart form practice.
- Pathways Partnerships across all tiers of government and the creative industries build Aboriginal creative leadership.

NSW Cultural Infrastructure Plan 2025+

The Cultural Infrastructure Plan provides a framework for planning and delivery of cultural infrastructure across New South Wales. A key priority of the plan is supporting the delivery of cultural infrastructure that strengthens communities and local economies.

Strategic priorities include:

- 1. Cultural infrastructure supports strong communities and economies in New South Wales. Goals include:
 - Integrating cultural infrastructure planning with land use and precinct planning.
 - Improving cultural infrastructure and precinct design to create better spaces.
 - Understand and maximise social and economic benefits of cultural infrastructure.

- 2. Access to space for community participation in culture. Goals include:
 - Increase access to cultural infrastructure
 - Use digital technology to expand reach and meet community demands
 - Support the economic and social participation of Aboriginal communities.
- 3. Cultural infrastructure for a collaborative and thriving cultural sector. Goals include:
 - Increase making space through adaptive re-use, expansion and maintenance of existing infrastructure
 - Invest in new infrastructure for the cultural sector
 - Support and invest in sustainable cultural infrastructure.
- 4. Creating impact through partnerships and capacity building. Goals include:
 - Embed cultural infrastructure with other portfolios
 - Build capacity for planning, funding and delivery of cultural infrastructure in an integrated way
 - Reduce barriers to private delivery and funding for cultural infrastructure.

Regional NSW cultural infrastructure priorities

Geographic Priority 2 outlines a vision for the future in which creativity and access to culture thrives in Regional New South Wales through a strategic and coordinated approach to cultural infrastructure planning:

- Support regional economic and social development:
 - Rejuvenating towns and increasing opportunities for regional tourism and the visitor economy.
- Supporting training, development and professional pathways and networks for artists and cultural workers in the regions.
- Providing the community with places to gather, make and create.

- A coordinated approach to local and regional cultural infrastructure planning:
- Provide investment, advice and capacity building that supports the delivery of regionally significant cultural infrastructure and clusters in regional NSW
- Work with local government through regional joint organisations of councils to identify regional cultural infrastructure priorities and connect projects with expertise and investment opportunities.

Implementing a Regional 'Hub & Spoke' Model

The NSW Government's Cultural Infrastructure Plan 2025+ (2018) recommended the adoption of a Cultural Infrastructure Investment Framework that favours implementing a 'hub and spoke' approach to cultural infrastructure planning and investment in regional New South Wales. This is a shift in approach which aims to boost regional cities and increase access to cultural infrastructure for surrounding communities. Outcomes of this strategy focus on key opportunities to:

- to help in the rejuvenation of towns and increasing opportunities for regional tourism and the visitor
- supporting training, development and professional pathways and networks for artists and cultural workers in the regions; and
- providing regional communities collective places to gather, make and create.

"Supporting a culture of creativity is essential for NSW to succeed, but for culture to truly flourish it needs a home – places where it can be created, shared and enjoyed"

- CIP 2025+

Broken Hill City Council

Far West cultural infrastructure priorities

The Cultural Infrastructure Plan outlines region specific opportunities for the Far West, including investigating opportunities to:

- Support regional cultural tourism;
- · Improve connectivity between creative communities in and outside of the region;
- · Support Aboriginal economic enterprise and cultural practice: and
- Establish a Broken Hill cultural cluster. Findings from consultation for this regioninclude that:
- Industry is a vital contributor to cultural infrastructure in the region, especially the resources sector;
- Infrastructure is needed to help manage extreme heat, including air-conditioning and shaded outdoor event spaces;
- Access between regional hubs including Wilcannia. White Cliffs and Broken Hill is challenging;
- · Cultural heritage is a regional strength;
- There is a desire for greater support of Aboriginal artists and cultural heritage, noting that the natural landscape is particularly important to Aboriginal communities;
- · Small, affordable, multi-use spaces are needed for local creative workers:
- Better approaches to and support for maintenance of existing venues, not just the construction of new infrastructure are needed:
- · There are challenges with adapting existing buildings to meet planning and regulatory requirements including fire safety and disability access standards; and
- · Recognition of the integral role of local government: in particular Broken Hill.

Destination NSW

Aboriginal Tourism Action Plan, 2017-2020

Visitor statistics show that domestic participants in Aboriginal tourism in NSW are three times more likely to also engage in bushwalking, visiting a national park and/ or visiting a museum/gallery on their trip compared to the average domestic visitor. Product bundling and the incorporation of Aboriginal themes into these offerings could assist operators to reach visitors with a predisposition to participate in Aboriginal tourism experiences.

A primary challenge for many regional NSW destinations is accessibility; Aboriginal tourism can help attract visitors to regions where the journey is part of the experience.

The Aboriginal Tourism Action Plan includes the following goals:

- Continue to build consumer awareness of Sydney and Regional NSW as destinations where Aboriginal culture is strong, vibrant and diverse;
- Increase the inclusion of export-ready experiences in travel trade distribution networks and marketing
- Develop new sustainable market-ready and exportready Aboriginal cultural tourism products and events;
- Build on the success of cross-cultural exchange between NSW Aboriginal cultural tourism, Government and the Destination Networks:

Museums & Galleries of NSW

Development of a NSW Museums Strategy

Over the past four years there has been a call from the museum sector and from bodies such as the NSW Local Government Association for the development of an NSW Government led Museum Strategy. The sector see this Strategy as essential to guide the prioritisation of infrastructure developments, projects, and resources to make museums sustainable and able to provide vibrant programming.

Broken Hill City Council

Far West

Far West Regional Plan 2036

The NSW Government's vision for the Far West is to create a diverse economy, supported by the right infrastructure, an exceptional natural environment and resilient communities.

To achieve this vision the Government has set three goals for the region:

- A diverse economy with efficient transport and infrastructure networks;
- · Exceptional semi-arid rangelands traversed by the Barwon-Darling River; and
- · Strong and connected communities.

Under Direction 5, the Far West Regional Plan identifies potential tourism attractions for the Far West such as heritage trails, a Far West Sculpture trail and promoting Broken Hill City Council's film studio precinct.

Under Direction 25, the Plan aims to protect the region's rich Aboriginal and European cultural heritage recognising it as integral to the identity and character of the Far West. Actions outline opportunities to support councils to:

- undertake and implement heritage studies;
- · consult with Aboriginal people and the broader community to identify heritage values at the strategic planning stage;
- · increase the protection of heritage items and the revitalisation of main streets and town centres; and
- recognise and conserve heritage assets that have Aboriginal or European cultural significance.



Figure 2 - Far West Regional Plan, tourism assets map

Far West Regional Economic Development Strategy 2018-2022

The Far West Regional Economic Development Strategy was developed to identify economic development opportunities that capitalise on the Far West's endowments and industry specialisations.

The strategy outlines the following heritage and cultural endowments for the Far West Region:

- Broken Hill is Australia's only National Heritage Listed city:
- The area has rich Aboriginal heritage, including the traditional lands of the Malyangaba, Bandjigali, Wandjiwalgu, Wiljali, Danggali, Barkindji, and Barindji peoples;
- The Region is the birthplace of BHP and has a long history in industrial commerce.
- Since 1968, more than 50 feature films and television series have been made in the Region, as well as many commercials. This draws temporary workers and visitors to the Region.
- The Region attracts artists of both Aboriginal and European styles due to its amazing light and landscapes.

Amongst other objectives, the Strategy aims to grow the film and television industry and visitor economy by capitalising on the Region's heritage, cultural, seasonal and natural endowments and recommends the following activities:

- Investment in the refurbishment of the Broken Hill Regional Airport and roads;
- Refurbishment and revitalisation of facilities and signage to Aboriginal, outback, mining and film and television

heritage sites and attractions;

- Enhanced management of visitors to the Region;
- · Supporting the development of a Film School; and
- Supporting the development of tourist assets, local flagship events, festivals, and conventions.



Figure 3 - Far West Regional Economic Development Strategy

Broken Hill

Community Strategic Plan

Broken Hill 2033 is a long term plan that identifies where the community would like to be in the next 10 years and beyond, and what strategies Council should focus on to get there.

It outlines the following vision:

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

It also outlines the following community values:

Awe-inspiring. Open. Original. Humanity. Fearless.

The plan clearly positions arts, culture and creativity as central to achieving the community's vision for social and economic outcomes for Broken Hill.

Under Key Direction 1: Our Community, the plan outlines a number of objectives and actions that focus on how the Broken Hill community can work together to retain a sense of identity, social inclusion and connectedness.

Objective 1.2 Our community works together, includes actions to celebrate community achievements, encourage volunteering, and develop partnerships and opportunities to support participation and inclusion.

Broken Hill City Council

Objective 1.3 Our history, culture and diversity is embraced and celebrated, includes actions to provide cultural services and facilities that celebrate history; sustain and grow local arts and culture; raise awareness of events that celebrate cultural diversity: increase public events; and increase awareness of Broken Hill's heritage and history.

Objective 1.4 Our built environment supports our quality of life, includes actions to provide social and recreational opportunities; address the impact of changing population on local facilities and services; and maintain the character of the history of the City through good design.

Under Key Direction 2: Our Economy, the plan outlines relevant objectives including:

Objective 2.1 Our Economy is strong and diversified and attracts people to work, live and invest, including actions to increase economic activity, retain residents, pursue new industry investment including creative industries.

Objective 2.2 We are a destination of choice and provide a real experience that encourages increased visitation, including actions to support and grow tourism by positioning Broken Hill as a significant outback destination in Australia.

Broken Hill Local Strategic Planning Statement (LSPS) 2020 - 2040

The Broken Hill Local Strategic Planning Statement (LSPS) sets the framework for the economic, social and environmental land-use needs of Broken Hill over the next 20 years (2040).

The LSPS notes the importance of the CBD as a major tourism drawcard to increase overnight visits to Broken Hill, focusing on the activation of key sites in the CBD. such as the proposed new Broken Hill Cultural Precinct and Library and Archives and benefits for commercial and retail businesses. Relevant planning priorities include:

- · Undertaking the construction of the Broken Hill Cultural Precinct and Library and Archives as a key activation project for the Broken Hill CBD.
- Undertaking the installation of the Broken Hill Projection and Lighting Project as a key activation project for the Broken Hill CBD as well as Sturt Park.

The LSPS notes that tourism brings a huge economic boost to Broken Hill, and supports tourism as a key growth industry and highlights a number of initiatives to grow the visitor economy, including the film and television industry and capitalising on the areas' heritage, cultural, seasonal and natural endowments like National Parks and famous film locations. It includes the following relevant planning priorities:

- · Continuing the program of upgrade and maintenance of tourist assets owned/controlled by Council.
- Continuing to support the upgrade and maintenance of local tourist assets, local flagship events, festivals, and conventions.
- Supporting the development of a Film School at Broken

- Implementing activation actions in the Broken Hill CBD, including the development of the Broken Hill CBD Masterplan, Broken Hill Cultural Precinct and Library & Archives Project and the Broken Hill Projection and Lighting Project.
- Refurbishing/revitalising visitor facilities and signage to Aboriginal, outback, mining and film and television heritage sites and attractions.

Relating to heritage, the LSPS notes the need to increase awareness and appreciation of heritage in Broken Hill and to manage local and State heritage within Broken Hill in a positive manner. It includes the following relevant planning priorities:

- Promoting Broken Hill as an asset of outstanding heritage value to the nation.
- Continuing the program of heritage incentive funding
- Reviewing the Broken Hill Local Environmental Plan 2013 heritage listing and heritage conservation areas.
- · Developing guidelines and publications to protect, enhance, and manage Broken Hill's National Heritage Values

Broken Hill City Council

Heritage Strategy 2017-2020

The Broken Hill Heritage Strategy focuses on the built heritage within the City and does not include Aboriginal heritage. The purpose of the Strategy was to comply with the requirements of the New South Wales Heritage Office three-year funding agreement to support local government management of Broken Hill built heritage. The strategy includes nine recommendations for implementation across 2017-2020 that include:

- Continuing to identify, list, and legally protect heritage items across the Broken Hill Local Government Area
- Appointing a Heritage Adviser to assist the Council, community and owners in the protection and management of heritage items
- Proactively manage heritage and urban design within Broken Hill.
- Continuing a Local Heritage Incentives Fund to Provide Small Grants to encourage local heritage projects.
- · Raising community awareness and appreciation through education on heritage related issues and management within Broken Hill and promoting cultural heritage and museum development opportunities.

Advocacy Strategy 2018

The Broken Hill Advocacy Strategy (first devised in 2018 updated 2020) provides a vision to guide the advocacy activities of Council for the achievement of new urban designed spaces, technology, art, events, and enterprises and identifies interventions that will place the City in an optimal position to attract new visitors, residents, businesses, and industries.

The advocacy strategy identifies the priority areas and strategies that create an environment that gives the Broken Hill community a voice to influence decisions at a State and Federal level to improve the liveability and economic sustainability of the City.

Key advocacy focus areas for the Strategy include:

- Promoting (through a new global marketing package) the City as an essential Australian experience and as an asset of outstanding heritage value to the nation
- · Advocating for the capital investment for the proposed new Broken Hill Cultural Precinct and Library and Archives
- Enhancing the City's cultural offering including in creative arts and film and television by capitalising on the Region's heritage, cultural, seasonal, and natural endowments.
- Revitalising the City Centre to stimulate economic activity and encourage residents and visitors to spend more time in the CBD and heritage and cultural precincts
- Achieving 100% renewable status for the City of Broken Hill by 2030.

Public Art Policy (2020)

The Public Art Policy (2020) supports Council's broader strategic priorities of creating a vibrant community that openly expresses the City's distinctive character and identity. The policy aspires for public art to be an everyday experience for the City that expresses the community's unique attributes, culture, heritage, and people. The policy also recognises that contemporary public art practice includes a diverse range of styles and practices and that public art can be a positive way the City imagines and experiences place in a new way. Guiding principles in the policy aim to encourage conversation, aid engagement with the social and cultural histories of Broken Hill and guide artists in the initiation and development of public art across the City.

The Public Art Policy also recognises that public art has a vital role in enlivening and animating public space and will be used as an active placemaking tool in the City's regeneration. This supports the NSW's Government recent focus in supporting, creating, and sustaining welldesigned places for regional communities into the future. The Government Architect's Urban Design for Regional NSW (2019) recognises that changes to local population, industries, the nature of work and social connections and increasing climate extremes and natural hazards influence how places like Broken Hill must plan and adapt to ensure their ongoing prosperity and resilience.

Art Gallery Strategic Plan 2021-24

The Art Gallery Strategic Plan 2021-2024 outlines key strategies to help raise the profile of the Art Gallery, to broaden its reach, to deepen its influence, and to assert its relevance to local, regional, and state audiences.

The Plan formulates a pathway to increase the Art Gallery's capacity to deliver and to measure the impact of its programs across the City and region. It also aims to consolidate and make sustainable current programs and activities, while allocating increased resources to collection management, undertaking further creative development, artist, and community support.

The Plan seeks to ensure that Broken Hill Regional Art Gallery (BHRAG) contributes in the long-term to aspirations of the community but also delivers positive results in the short and medium term by:

- Widening the Art Gallery's reach with more focused audience development initiatives and new technologies
- Developing a stronger capability for the Gallery to be both an active arts presenter and producer
- Improving the Art Gallery's positioning and marketing to target audiences
- Assisting the Art Gallery to measure its inputs and outcomes (results) more accurately.

Geocentre Strategic Plan 2021-24

The *Geocentre's Strategic Plan* outlines the broader context and operating environments for the GeoCentre both internally and externally and contained an organisational self-assessment; a rewrite of the museum's purpose and guiding principles. It records that the GeoCentre still has a strong place in the City; not only through presenting mining & minerals in their international, social, technological, environmental, cultural, and economic context but also preserving and promoting Broken Hill's mining and broader social heritage for current and future generations.

The Plan advocates for the GeoCentre to not only continue its key role as a preserver and storyteller of the memory of Broken Hill's rich mineral and energy endowment but to also contribute as an instigator for debate and ideas into the future. It encourages the GeoCentre find its position of being a place of discovery, empowerment, and the nurturing of ideas. Strategies include:

- Enhancing the overall visitor experience with improvements to the building and surrounds that will support its place as the City's 'gem' in cultural tourism.
- Redeveloping and further promote opportunities for the niche market of geo-tourism in Broken Hill.
- Embracing new technology to enable improved access to collections, establishment of new audiences and increased reach.



Broken Hill Regional Art Gallery



Mining and Minerals Museum (GeoCentre)

Funding for arts and culture

State Funding to Local Government for Arts & Culture

In November 2019, Create NSW released new guidelines for their Arts and Cultural Funding Program 2019/20. It included a new dedicated fund - the Local Government Authorities Arts and Cultural Programs (multi-year funding).

In September 2020, it was announced that 29 Councils successfully demonstrated arts and cultural outcomes over the program guidelines across galleries, theatre, museum and other artforms including music and literary arts.

Reduction of support was obvious in some areas such as the public gallery sector across NSW. Just 22 of the 62 local government run regional galleries were slated to receive funding, and of those, half would receive funding for only one-year, despite applying in a multi-year-round. This has effectively placed pressure on the majority of local government Councils to make up the shortfall.

It is understood that decisions were made by the Create NSW Artform Advisory Board to fund Councils for one, two, or three years dependent on the merit and impact for each year of activity. NSW Government support has focused on evidence of 'excellence in arts and cultural outcomes for the communities of NSW'.

State Funding to Regional Arts NSW

A discussion paper was released by Create NSW into the NSW Regional Arts Network (September 2020) with the purpose of reviewing the current structure of the Network and considering new models for supporting its ongoing sustainability and relevance for the next 10 years.

The review identified the strengths, weaknesses, opportunities and challenges of the current funding and operational model in relation to the changing arts and cultural landscape and increasing demand on resources across Regional NSW. The paper outlined alternative models of governance including a self-governing Network, that could "better respond to the unique characteristics of each region...and engender within its membership a new model of strategic leadership, featuring constructive interdependencies and supports for capacity building."

Following further consultation and feedback, the NSW Government later announced (November 2020) the withdrawal of funding from Regional Arts NSW (RANSW) (the peak Sydney body for regional arts development) within two years. Essentially the decision will see the redistribution of the core funding to Regional Arts NSW dispersed to its 14 partner organisations (the RADO network) - including Outback Arts, Arts Mid North Coast, Arts Upper Hunter, and Western Riverina Arts etc.

It is understood via a message from its board, that RANSW will continue business as usual throughout 2021, though the likely outcome is that Create NSW will provide a coordination role for RADOs, effectively decentralising funding from CBD to the regions.

Federal Inquiry into Australia's creative and cultural industries and institutions

Australia's cultural and creative industries and institutions are currently the focus of a Parliamentary Inquiry (announced August 2020). The Australian Government House of Representatives Standing Committee on Communications and the Arts is inquiring into Australia's creative and cultural industries and institutions including, but not limited to, Indigenous, regional, rural, and community-based organisations. The Committee is considering:

- The direct and indirect economic benefits and employment opportunities of creative and cultural industries and how to recognise, measure and grow them
- The non-economic benefits that enhance community, social wellbeing and promoting Australia's national identity, and how to recognise, measure and grow them
- The best mechanism for ensuring cooperation and delivery of policy between layers of government
- The impact of COVID-19 on the creative and cultural industries; and
- Avenues for increasing access and opportunities for Australia's creative and cultural industries through innovation and the digital environment.

The Inquiry received 351 submissions and has conducted 4 public hearings. It has not yet delivered its final report.

Australia Council — 'What Next' National Review

In September 2020, the Australia Council released a discussion paper titled Re-imagine: What next? to elicit dialogue on a national view of "What do we want the arts and cultural industries to look like in 2030?"

The discussion paper invited the arts/culture industry to acknowledge the current situation of the sector, to identify its strengths, and understand the opportunities for change. Importantly it asked:

- · What can the arts and cultural industries learn from the COVID pandemic experience to build its readiness for future crises?; and
- · How can the arts/culture industry play a vital role in the nation's recovery post COVID?

NSW Government's Rescue and Restart package (Arts and Culture)

Stage 2 of the Create NSW Rescue and Restart package was announced in November 2020 to help the recovery of over 160 arts and cultural organisations, including significant investment for 60 organisations across regional NSW, with more than \$24.2 million in funding to immediately kickstart their programs.

The Stage 2 funding allocation focused on Create NSW multi-year and annually funded organisations as "they have the greatest capacity to stimulate the not-for-profit arts and cultural sector". Funding amounts were based on average turnover from 2018 and 2019 and capped to a maximum of \$750,000 per company to ensure a wide funding distribution. The funding was not allocated to local government managed facilities or programs.

\$2.5 million was allocated to support sector specific initiatives, including contemporary music, literature and writing as well as to support a regional residency program for individual artists across a wide range of artforms.



Figure 4 - Wildlife tourism (source: Broken Hill LSPS)



Overview of emerging sector issues and trends

Increasingly interrelated global, national, and local trends (climate change, shifting demographics, geopolitics, digital transformation) are changing the way we live, how we work and our economic opportunities, as well as our wellbeing, social connections, and the way we participate and consume 'culture'. In turn, these trends influence our future infrastructure needs and expectations.

This section of the report provides a snapshot of emerging sector trends – how artists are responding to societal changes, as well as exploring what purpose art/culture serves, both now and in the future. Essentially, Art has become increasingly more diverse, more collective, and experiential, the creative economy remains on the rise and the ability to respond to 'disruption' has become an essential factor.

This decade has begun with considerable change and disruption. People, including curators, writers, collectors, and the public, have begun to question traditional ways of showing, viewing, and thinking about art. It has also revealed that arts facilities like museums, galleries and theatres that are open to experimenting with alternative approaches and new partnerships are better equipped to thrive through creative strategies that diversify business models and cater to the needs of the audiences of the future.

Snapshot of the COVID impact on the arts/culture sector

Over the past five years regional Australia has been particularly hard hit by drought, bush fires, floods and now the coronavirus (COVID-19) has had a significant impact on the Australian cultural landscape. The direct result has been a loss of employment and audiences and programs for venues. It has also had flow on impacts for regional cities in terms of lost tourism activity. The core business of engagement between artists, performers, audiences has been restricted by the national, state and regional responses to COVID-19. The general free flow of goods and services across Australia has hampered touring and creative development.

In particular COVID-19 has further revealed the vulnerabilities of the arts/cultural sector in reliance on presentation venues, spaces for audiences and participation. Necessary restrictions have resulted in the large closure of venues and the cancellation or postponement of events and programs.

Regional centres like Broken Hill have been particularly hit hard by COVID-19 restrictions. Local governments across NSW have made significant cutbacks to funding support to the sector. This has resulted in many regional NSW libraries, galleries, theatres, and art spaces reducing their hours of operations, community services and staffing (including redeployment to other roles within local government).

Additionally, the viability of some small-to-medium organisations has been threatened due to the financial impact of long-term closures caused by COVID-19. This

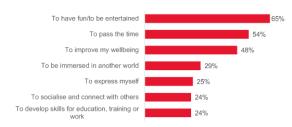
is particularly true for volunteer-run organisations reliant on visitors through their doors for income. COVID has also highlighted the sector's reliance on volunteers - many volunteers are reluctant to return, have lost motivation, or moved onto other roles whilst arts/cultural facilities have been closed to the public. For council-run facilities, in many cases their COVID plans, insurance or other restrictions have not permitted volunteers to return to the workforce - placing significant additional workloads on paid staff. Other issues have resulted from the need to maintain the protection of collections whilst venues remain closed or with limited staffing.

However, there is evidence of artists and arts organisations having pivoted to digital content to attract audiences, including streaming live performances, creating virtual galleries, and delivering online classes and tutorials. Since the onset of the pandemic, creatives have played an active role in helping communities make sense of the loss from COVID and fostering unity and resilience. In addition, creatives have sought to bridge physical distancing with creative responses to combat social isolation and support mental and physical wellbeing.

To better understand creative and cultural engagement in Australia during the COVID-19 lockdown, the Australia Council recently published the findings of a commissioned research report. The results indicated that more than four in ten Australians had changed their engagement habits with the arts since the initial lockdown (March-April).19% indicated they had engaged more than they normally would, 24% saying their engagement had not changed, and 25% saying they had engaged less.

Creative participation in art making indicated that more than a quarter of Australians say their creativity has increased since the initial lockdown with 27% feeling more creative than before COVID. The primary reasons for arts engagement during COVID were given as "entertainment and having fun", followed by "a way of passing the time" and "improving their wellbeing".

Whilst there is clear evidence that COVID-19 forced arts and cultural organisations to adapt, pivot or completely reimagine existing programs and activities to take advantage of new digital and remote workplace and delivery initiatives, it also highlighted the digital inequality or the difficulties many regional or remote communities face in terms of insufficient bandwidth. Without sustainable support in this area, it is difficult to ascertain whether these new initiatives will remain an ongoing part of cultural programming.



Reasons for engaging in arts and creativity during COVID (source: Australia Council)

'Visitor economy and creative tourism'

Cultural and heritage tourism is particularly relevant to the ongoing social and economic wellbeing of Broken Hill. It is the ability to use the cultural and historical capital of the city and region as a potential way of replacing the traditional resource-based industries.

Destination NSW reports indicate that 'data from Tourism Research Australia shows that visiting history and heritage buildings, sites or monuments is the most popular cultural and heritage activity undertaken by international visitors, followed by going to museums or art galleries, and attending cultural events'.

For regional NSW, it's been identified that cultural tourism represents an opportunity for growth and economic stimulus. Cultural tourism means increased audiences for local events, more visitors to local galleries and museums. and greater support for local arts practitioners. Tourism also presents the potential to engender a greater understanding and appreciation of the diversity and richness of Aboriginal culture among non-Aboriginal people.

Whilst Cultural tourism has been on a rapid and consecutive rise for decades, there has recently been several state and national reports investigating intrinsic links between the visitor economy, creative industries, and cultural programs. What is emerging is "creative tourism" - a new vein of cultural tourism where the experience is more one-on-one and is anchored in local culture. Creative tourism is therefore defined as travel directed toward an engaged and authentic experience, with participative learning in the arts, heritage, or special character of a place, and how it provides a connection with those who reside in this place and creates a living culture.

A big feature of creative tourism is intangible cultural heritage - learning and experiences that can't be bought off the shelf like a souvenir. Creativity has also become a strategy in the making of places and has been used in placemaking in tourism destinations through different design strategies. The emphasis of this approach is that content development stimulates local communities to use artistic and storytelling skills to develop engaging and participative experiences.

Creativity at a 'intersection'

The creative economy and the arts still have huge potential to contribute to economic, cultural, and social wellbeing.

Recent approaches have seen a high degree of crossform transformations of cultural practice. There is an increasing trend for artists to undertake creative work in more than one art form. Artists and creatives are also increasingly focusing on generating income through their work in other industries as part of interdisciplinary teams. In fact, Australia Council research shows there has been a significant increase in the number of artists applying their artistic skills in other industries. Half of all professional Australian artists are now applying their creative skills outside the arts. These include contributing to the design of architecture and public space, online gaming and graphic design.

Broken Hill City Council

This intersection of Creativity and other disciplines has also been driven by other strategies like the recent focus on 'STEAM' education that involves an approach to learning that uses Science, Technology, Engineering, the Arts and Mathematics as access points for guiding student inquiry. dialogue, and critical thinking. Inquiry, collaboration, and an emphasis on process-based learning are at the heart of the STEAM approach. This approach is viewed as the basis for developing 21st century skills, as future workforces are likely to be characterised by less conventional industry boundaries requiring all workers to problem solve and collaborate in innovative ways and learn transferable skills.

Unique and immersive 'experiences'

'Art is intrinsically bound up with the viewer's experience.' Throughout the last 5-8 years, cultural venues such as museums and galleries have been leaning into experiential programming, and viewers have now become conditioned to expect them. Touching artworks, putting on headsets, lounging on furniture - anything beyond simply standing and looking has become a staple of programming.

It has therefore created an 'art experience economy' that is centred on the consumption of creative experiences. This approach has delivered concepts like 'Immersive art' that is centred around exploration and play, and providing a full sensory experience of sight, touch, and sound.

Technology is also changing how creative workers produce art and services through advancements like 3D printing, augmented reality, and virtual reality. Artists have jumped at the opportunity to push boundaries, to explore combinations that had never previously been considered.

This 'economy' therefore draws its vitality from engagement in new and novel experiences; the consumption of new symbols and meanings. In terms of active engagement or participation there is a fundamental relationship between people's need for new and novel sources of fun, enjoyment and lifestyle and the creative drive to write, paint, draw, dance and perform. The public's adulation for social mediaworthy viewing experiences has also contributed to its popularity.

It is not only art venues that have explored this creative opportunity, with the public domain increasingly being used for large scale events, opened up to audiences who wouldn't normally go to a traditional art environment. Art 'popups' and a trend of art installations are growing across urban environments. Recent examples include Vivid Sydney. White Night Melbourne and the 'Van Gogh Alive' a multisensory, interactive exhibition that has shown in 50 cities worldwide and attracted more than 6 million visitors.

One consequence of the expanding the art experience economy is however the blurring of the line between consumption and entertainment.

A Return to the 'bespoke'

In recent years, trends such as doing things yourself, appreciating traditional manual skills, artisanal products, hyperlocality, and environmental awareness have risen in popularity. The past decade has witnessed the rise and rise of craft and making. Against a rapidly changing technological backdrop we have seen a return to the handmade, the remarkable expansion of 'maker-culture' and a real revolution in forms of production and consumption.

This has produced a sector trend (sub-culture) to revisit the handmade, bespoke, locally produced, and artisanal.

This 'maker movement' has driven the way we now see the convergence of the roles of 'cultural producer' and 'consumer'. Makers represent a growing community of builders and creators - engineers, scientists, artists, and hobbyists of all ages, interests, and skill levels who engage in experimentation, collaboration, and innovation based on open-source principles.

The availability of affordable constructive technology and the ability to share online has fuelled this movement. The rise of platforms like 'Etsy' has seen tailoring and handmade re-emerge at the forefront of fashion once again as sustainable practices gain momentum. The result is that 'makers' can be producers in the sharing economy, creating entrepreneurship outcomes.

The value of arts and culture

Beyond their intrinsic value, arts and culture have a range of social, economic and health benefits for regional communities. Broken Hill's Cultural Plan can help drive each of these, complementing and contributing to the social, cultural and economic development of the City.



Community identity & connection

Engagement in culture and creativity has been linked to an increased sense of community identity, cohesion and belonging, more inclusive communities and a reduction in social isolation.

Arts activities and projects can re-define regional, rural and remote locations in new and positive ways, providing both residents and visitors with a strong sense of a community's unique identity. For example, The First Coat mural festival and project in Toowoomba has been credited with reducing vandalism from tagging and graffiti, changing the nature of the CBD, attracting tourists and bringing the region to national and international attention.

ENGAGEMENT IN CULTURE AND BELONGING, AND MORE REDUCTION IN SOCIAL ISOLATION.

Regional development

Governments contribute to regional development by supporting employment and wealth generating economic activities. Regional development funding for arts projects can revitalise a local area - a rural town, an urban precinct or an abandoned industrial site.

Developing, operating and maintaining physical infrastructure creates jobs. For example, when \$8.5M was invested in the Wangaratta Performing Arts Centre it created 130 jobs during construction and now employs about 38 locals in full and part time positions.

INDUSTRIES INCREASED BY

Resilient local economies

Studies show that a vibrant cultural and creative ecosystem can help drive local economic prosperity and growth, including through attracting visitors, creating jobs, attracting and retaining businesses, and revitalising places1.

In regional areas the arts provide a means of income for artists and art workers, and for owners and employees of local businesses and services. Investment in the arts provides opportunities for improvement to the local economy, generating arts-based employment, arts-based cultural tourism, event-based spending and construction of arts infrastructure.

REGIONAL AUSTRALIA THAN INTERNATIONAL TOURISTS OVERALL

Health and wellbeing

Studies have found that people who participate in a creative or cultural activity are more likely to report good health compared to those who do not, and that participation in arts activities may increase cognitive abilities and may have a positive impact on specific health conditions such as dementia and depression.

A 2013 study in Scotland found that people who had participated in a creative or cultural activity were 38% more likely to report good health compared to those who did not; and for those who participated in dance, the figure rises to 62%¹.

ARE MORE LIKELY TO REPORT GOOD HEALTH.

Liveability & attractiveness

Regional areas with cultural infrastructure or creative clusters are attractive to people seeking to relocate from cities.

Having a range of arts organisations and events is critical to attracting and retaining professionals to a region, including doctors, nurses or teachers together with people employed in architecture, design, media and entertainment or local professional artists.

Arts events attract visitors who may otherwise have limited awareness of the area. Arts events and venues such as galleries or performing arts centres contribute to a perception of a unique destination, thus increasing the attraction of places. Places with cultural attractions and creative industries can attract particular demographic groups with disposable income, either as visitors or new residents.

PLACES WITH A HIGH PROPORTION PEOPLE WANT TO LIVE.

¹ Sep for example Measuring the Economic Benefits of Arts and Culture Arts Council England, 2010

Leadbetter, C. and O'Connor, N. Healthy Attendance? The Impact of Cultural Engagement and Sports Participation on Health and Satisfaction with Life in Scotland, Scottish Government Social Research, 2013.

Economic analysis

SGS Economics and Planning was engaged to provide early stage economic and demographic analysis of the Broken Hill economy to support the development of the Cultural

This report can be read in full in the appendix.

Key insights

Broken Hill has an older population profile.

Nearly 30% of the population of Broken Hill is over 60, up from 24% in 2006. This suggests a high number of retirees and/or people moving into the region at retirement age. This cohort may not work in the creative and cultural sectors but are likely to engage in it through hobbies and as consumers.

The decline in population over the ten years to 2016 is likely to have come from families leaving, as there is evidence that Broken Hill has a lower than average (for Regional NSW) number of 0-19 year olds and 30-49 year olds - key family household age brackets.

Local cultural and creative investment therefore should take into account the needs of this specific older population profile of Broken Hill.

There is a strong Indigenous community.

In 2016. 8.5% of Broken Hill residents identified as Indigenous, compared to 5.9% for the rest of NSW and 2.8% across Australia. This creates an opportunity to work with local indigenous groups and businesses to build on their cultural heritage as a way of celebrating Broken Hill's diverse physical and cultural landscape.

Mining is the standout industry specialisation.

Mining dominates the economy of Broken Hill, accounting for 11% of employment. Many of the other industries in Broken Hill serve the general population or support the mining industry.

The creative and cultural sector is small.

As a consequence of the singular focus of the Broken Hill economy, the creative and cultural sector is small, accounting for just 2.8% of jobs. Of this, most are retailrelated or directly linked to the regional newspaper. This could make it challenging to build on an established cultural or creative specialisation.

COVID-19 is likely to keep Australian tourists in Australia.

Travel restrictions across the globe, coupled with Australia's (to date) strong management of the pandemic is likely to mean that domestic tourism is a focus for economic development across Regional Australia during the next few vears.

Aligning tourism with culture is an opportunity.

Therefore there is a need to align cultural and creative sector development with the tourism industry.

These two dual streams could expose Broken Hill to as diverse a range of domestic tourists as possible.

The age profile of Broken Hill's residents and the general age profile of many Australian's embarking on trans-national road trips (the 'Grey Nomad' cohort) present an opportunity to consolidate Broken Hill's status on such journeys by supporting the creative industries that appeal to this older cohort.

Concurrently, the increased awareness of and interest in Australia's indigenous culture, particularly in younger Australians, presents an opportunity to leverage the strong Indigenous community of Broken Hill and establish it as a destination that also appeals to a younger audience. Younger tourists (<39 years old) currently make up a very small share of outback tourists, however COVID's curtailing of international travel is likely to change this.

A cultural tourism strategy requires partnering with other jurisdictions.

Broken Hill's remoteness means however that any desire to attract visitors must be done in concert with other jurisdictions to 'join the dots' along a journey that may traverse vast distances and be covered in weeks and months, rather than days. This approach can also work with the different age cohorts being targeted. Towns with strong cultural and creative industries may form one type of journey that include Broken Hill, while another could link sites of important Indigenous significance to Broken Hill and beyond.



Trends in regional cultural participation, attendance and attitudes

This section provides a summary of key trends in cultural participation and attendance trends in Regional Australia and Broken Hill.

Regional Australia cultural participation

The Australia Council for the Arts regularly conducts research into Australians' engagement with arts and creativity in their daily lives, and provides insight into cultural participation and attendance trends as well as how people value the arts*.

As shown in Figure 8, findings from the 2019 National Arts Participation Survey show that the majority of Australians engage with the arts in some way or another, and this is equally true for people living in regional Australia. In fact, residents of regional Australia are as likely to creative participate in the arts as residents of metropolitan Australia.

In 2019:

- Nearly two in three (64%) regional Australians had attended a live art form such as music, theatre, dance, festivals or First Nations arts; and
- Over one in four (26%) regional Australians participated in visual arts and craft. (This was higher than Metropolitan residents at 24%).

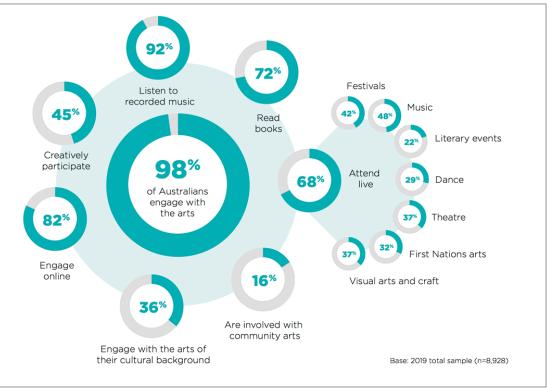


Figure 5 - Australians' arts engagement 2019 National Arts Participation Survey, Australia Council for the Arts

*The 2019 National Arts Participation Survey was conducted in November–December 2019, not long before the COVID-19 pandemic disrupted the cultural and creative industries and brought cultural participation and attendance to a near stand-still. As such, the findings in this chapter reflect participation and attendance trends prior to the pandemic.

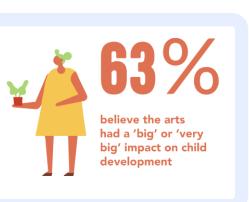
Regional attitudes to arts and culture

Research from the 2019 National Arts Participation Survey shows that the vast majority of regional Australians have positive attitudes about the value of the arts. They believe the arts reflect and contribute to society, to cultural identity, and to Australia's international reputation.

Believe the arts impact their ability to think creatively and develop new ideas

JUST OVER 2 IN 3

Regional Australians agree the arts help you to understand perspectives that are different to your own



6 IN 10

believe the arts had a 'big' or 'very big' impact on stimulating their minds (64%)

believe the arts help us understand other people & cultures



56% believe the arts help us deal with stress, anxiety or depression and 55% believe the impact our sense of wellbeing and happiness

Parkes NSW Electorate cultural participation

The Australia Council for the Arts produces cultural and arts engagement snapshots annually. Broken Hill is located in the Parkes Electorate, which includes other centres such as Wilcannia, Dubbo, Moree, Narrabri, Bourke and Lightening Ridge. The most recent snapshot found that:

Regional NSW residents value the arts:

- 78% agree that First Nations arts are an important part of Australia's culture
- 77% agree that they feel proud when Australian artists do well overseas
- 76% agree that artists make an important contribution to Australian society

Parkes Electorate residents attend cultural events:

- 63% attend cultural venues or events
- 4.3% more tickets bought to arts events in the electorate than the national average
- 8.3% fewer sales of tickets to sporting events compared to the national average









Engagement with arts and culture in Parkes

People in Parkes aged 15 years and over are engaged with arts and culture. In 2017-18 they attended a range of venues and events including theatre, dance and music performances as well as cinemas, arts galleries and museums.

*12% were involved in creative activities themselves, such as performing, singing or playing a musical instrument, dancing, writing, visual art and craft.





What does this measure?

The average number of TEG tickets purchased by ticket-buyers in 2018-19 (electorate average compared to the national average).

-		Coffs
		Tamworth Po Macqu
	NEW SOUTH	Newcastle
	Mildura	Central Coast Sydney

Figure 6 - Map of Parkes Electorate (Source: Australia Council for the Arts)

Of people who purchased tickets for:		This electorate	National avg.	Difference, electorate to national avg.
Arts events	Avg. no. tickets	3.7	3.5	+4.3%
Sport events	Avg. no. tickets	4.4	4.7	-8.2%
Any event, arts or sport	Avg. no. tickets	4.3	4.5	-4.5%
BOTH arts and sport events	Avg. no. tickets	9.2	9.8	-6.3%



Community profile

This section provides a summary of Broken Hill's community characteristics today and projected demographic changes and the implications of these for cultural planning.

Broken Hill is a unique regional community. It is important to consider the demographic characteristics of a community when planning for cultural and arts outcomes. Demographic factors such as age, income, English proficiency and family composition give some indication of the types of activities, services and facilities required to meet a community's needs.

The following pages provide an overview of Broken Hill's demographic characteristics based on:

- 2016 Australian Bureau of Statistics Census data, with comparisons to Regional NSW where relevant.
- Forecast population projections from the Department of Planning, Industry and Environment (2019).

Who lives in Broken Hill?

In 2016, the Estimated Resident Population of Broken Hill City was 18,114 people, a decrease of 831 people (4.2%) since 2011, with significant out-migration of young people (12-24yr olds).

Like other regional cities, the Broken Hill population has been steadily declining since the 1970s, and retaining and attracting residents to the area is a key priority for Council The local arts and cultural offering can play an important role in this endeavour.

Key demographic characteristics of Broken Hill residents compared to Regional NSW include:

- · Median age is 45 years.
- Aging population 29% of residents aged over 60 years.
- A larger proportion of residents are Aboriginal or Torres Strait Islander (8.5% compared to 5.5%).
- A much higher proportion of lone person households (33% compared to 26%).
- Much lower Internet connection rates (65.8% compared to 73.1%).
- Relatively low educational attainment (8.6% with a bachelor or higher degree compared to 14.5%).
- Relatively higher levels of socioeconomic disadvantage (901 SEIFA compared to 971) and a lower median weekly household income (\$972).
- A slightly higher disability rate (8% compared to 6.3%).
- A lower proportion of couple with children households (19% compared to 25%).
- Lower cultural diversity, with 4% born overseas compared to 11%.

Creative workers

212 Broken Hill City residents (3%) worked in 'creative' industries such as Arts and Recreation (0.9%) and Manufacturing (2.1%) in 2016.

In contrast, 1,260 Broken Hill City residents (18.3%) worked in Health Care and Social Assistance occupations¹. This was identified as the largest industry of employment in the area in 2016, followed by Retail Trade (829 workers, 12%), and Mining (746 workers, 10.8%).

It is important to understand that this data is sourced from census jobs data and does not reflect the hobbies, vocational pursuits or volunteer work that the residents of Broken Hill City may be involved in.

How are we going to change?

According to the Broken Hill Local Strategic Planning Statement:

"The latest Estimated Residential Population (ERP) projections undertaken by the NSW Department of Planning, Industry and Environment in 2019 suggest that if current trends were to continue, Broken Hill will have a population of approximately 13,650 by the year 2040. This population is significantly less than the current population post 2016 Census."

Count of usual residents and workers in Cumberland (A) by SA2, by selected occupations. Prepared by .id (the population experts) using data supplied by the Australian Bureau of Statistics consultancy service

IF BROKEN HILL WAS 100 PEOPLE ...



people are Aboriginal

is the Median

18 years

are aged under



people are aged over 60 years

born overseas

have a

degree

or Torres Islander



vocational

Age



have a bachelor degree or higher



people need help in their day-to-day life due to disability

people volunteer



people work in creative industries, such as Arts and Manufacturing

IF BROKEN HILL WAS 100 HOUSEHOLDS ...



children households

25 🙌

couples without children households 13 🐞



one parent households

medium and high density dwellings

median household income

household owned outright



households are renting privately, while 3 are social housing



houses have an internet connection at home



Destinations

The Broken Hill Cultural Framework and Synopsis Report (2019) mapped the city destinations and identified that:

- the Argent Street precinct hosts a large number of the city's community and tourist destinations. It remains the heart of Broken Hill despite the significant draw of the newer supermarkets at Westside Plaza and Broken Hill Village Shopping Centre, that are supported by large shaded carparks;
- airports are gateways, particularly for remote centres like Broken Hill;
- Broken Hill Hospital is a medium-scaled regional and teaching hospital. Located on an axis with Sturt Park it is a significant city facility;
- · schools continue to be important community destinations, and are supported by local bus and cycle routes:
- · Patton Village in South Broken Hill is a tiny commercial centre with few daily support services; and
- · South Broken Hill is challenged by its position south of the Line of Lode.

Further observations include:

- the city park network is relatively evenly distributed;
- · Sturt Park, adjoining the Argent Street Precinct, functions as a village green - a space for community to gather, celebrate and attend events such as the annual Broken Hill Christmas Pageant and Perfect Light Film Festival; and
- · Argent Street can be closed and used as a large event space - such as the Town Square for the main Broken Heel Drag In Drag street parade.

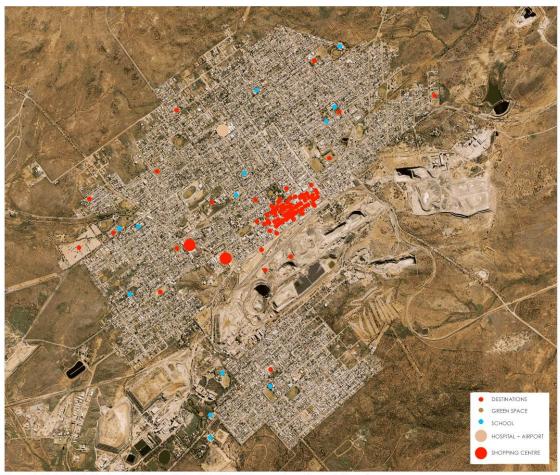


Figure 7 - Broken Hill's Destinations (source; Broken Hill Cultural Framework and Synopsis Report)

Cultural facility network

What are cultural facilities?

Cultural facilities are generally 'hard' or physical infrastructure such as arts, cultural and creative venues, as well as businesses and peak bodies, broadly categorised as follows:

Performance and exhibition spaces

These are spaces where audiences go to watch art performances.

For example: major performing arts venues, live music venues (like, hotels, bars, cafes and clubs), museums, arts galleries, art centres, heritage and discovery centres, comedy clubs, arena entertainment venues, drama and dance theatres

Community and participation spaces

These are community spaces people and groups use to create art.

For example: makerspaces, First Nations-led Keeping Places and multipurpose community centres that offer arts workshop spaces, or support creative hobby groups and arts organisations.

Practice, education and development spaces

These are spaces that support art development and professional creative practices.

For example: rehearsal rooms, writers rooms, artist studios, studio and workshop spaces, relevant education providers (including art, theatre, dance, music and film schools), coworking spaces, not-for-profit artist-run centres or galleries, digital media arts production (film, video, music, gaming), not-for-profit arts organisations and peak bodies, First Nations artist-led initiatives and cultural venues.

Commercial and enterprise spaces

These spaces belong to creative businesses.

For example: artists, creative manufacturing (eg glass, jewellery, ceramics), creative publishing, creative digital media, music recording studios, film and video production, post production and distribution, cinemas, radio, television. web broadcasting, creative retailing (commercial art gallery, art or craft supply shops, music instruments shops. book and record stores, antique goods, performing arts companies)

Festival, event and public spaces

These are spaces for temporary, unplanned or 'special event' cultural uses.

For example, heritage assets including those that can be adaptively reused, parks, gardens, halls, market spaces, privately owned public spaces, public art, pop-ups, and 'unusual' spaces like rooftops, backyards, cafes.

In Broken Hill, parks and streets are a major outdoor venue

for events and celebrations.

What do we have?

There is a concentration of cultural infrastructure around the 'cultural precinct on Argent Street. Currently within Broken Hill LGA, there are approximately:

- 27 x art galleries including the Council owned Broken Hill Regional Art Gallery (7 solo artist galleries)
- 11 x museums
- 3 x community centres
- 1 x library
- 1 x civic/performance centre
- 1 x theatre
- 1 x cinema
- 1 x visitor information centre
- 3 x live music venues (excl. pubs)
- 4 x other venues for hire
- 9 x parks for hire

See Appendix 1 for detailed audit.

Everyday culture

The City's historic patterns of development have created a unique layout to the City that continues to define its streetscapes, public spaces, and places. A mix of diverse streetscapes and heritage buildings, the very visible evidence of historic and contemporary industries and the region's extraordinary natural landscape presents a range distinctive physical and spatial conditions.

The Argent Street precinct (CBD) hosts a large number of the City's community and tourist destinations. It remains the heart of Broken Hill and has a strong commercial role as the main street of the city. Framed by grand buildings, Argent Street is wide and scaled. It also is home to many public institutions, a major park (Sturt Park) and the town square approaching the railway station.

Visually, the CBD area has a noticeable absence of street tree planting and needs a revitalisation of public areas. Other public areas like parks/reserves, buildings like the Palace Hotel and Sufi bakery are dotted with either memorials and/or public art including sculptures and murals. Currently these provide a varied experience of the visible public culture of the City.

A new focus on integrating design thinking and problem solving in planning, project formation, and building processes in Broken Hill has a key role in reducing social isolation and retaining local residents and attracting visitors, enabling them to feel welcome, included, and connected to the life of the City. This has led the City to undertake exploratory temporary place initiatives such as the artist-inresidence projects and the more recent pop-up arboretum and shared space in a section of the Art Gallery carpark.



Argent Street (and festival/celebration space)



Sturt Park (festival and celebration outdoor venue e.g. Perfect Light Film Festival)



Pop-up Play and Stay Arboretum in the art gallery carpark fronting on Limited tree canopy cover in the wide and often hot city streets to Argent Street.



Broken Hill cultural programs and events calendar

Programs and events are some of the main ways in which locals engage with arts and culture in Broken Hill City, and are also an important attractor for visitors to the area.

Council, in collaboration with the community and local partners, delivers and facilitates a number of programs and events that support culture, arts and creativity. There are also a wide range of events and programs that are community-led and delivered, where Council may currently provide promotional, venue or other support.

Events and programs provide opportunities for social connection, fostering a sense of pride and identity and community resilience, as well as for personal expression and skill development, fostering satisfaction and wellbeing outcomes.

This section provides an overview of recurring or recent events, festivals and programs identified through council or other public event noticeboards. It is important to note that most of these listed events occurred over the course of 2020-2021, with the COVID-19 pandemic affecting much of the City's ability to run traditionally larger events due to social distancing requirements.

Library Programs

- Art displays
- Rhyme Time
- Family storytime and STEAM

Markets

- Broken Hill Community Market
- Broken Hill Twilight Market

Arts Gallery Programs

- · GAARA: Framed (Through the window)
- HSC Showcase
- John Hart: Sample
- · Max Berry: Monument
- · Project: MMIAA
- 2020 MMIAA: Official Opening and Prize Announcements
- · Baaka Stories Exhibition Opening
- Works from Tibooburra and District Exhibition Opening
- · Aboriginal Arts stall
- · Exhibition Opening
- Country Art Support Program (CASP) grant information session
- Annette Minchin | Artist Talk & Conversation
- Indulge an exhibition of textile works by Glenis Beaumont
- Broken Hill: Goldheist & James Needham
- Gaara Arts Exhibition Opening
- Threads of Our Community Exhibition Opening
- Official Opening of the Broken Hill Print Collective's 'What Is Print' Inaugural Exhibition
- Wide open' official opening of the exhibition of shane vink
- · Wilcannia Artists Exhibition Opening
- · Stones in his Pockets
- the makers' Exhibition
- Gara Arts Exhibition Opening
- Exhibition Opening 'I Love You Darling' by Jade Millard
- · Arts NSW Samantha Wild

Meeting events, festivals and online events

- Cinema Under the Stars
- · Ding Dong merrily Online
- · The Perfect light Film Festival
- Ian Moss Macthbook 30th Anniversary Tour Solo & Acoustic
- Australian Women Pilots' Association National Conference
- Files Family/ hzel Dell Centenary Reunion
- World of Musicals presented by Rokitz Entertainment
- New Years Eve Celebration
- Broken Heel Festival in Broken Hill
- St Pat's Race Day
- · A Taste of Ireland Broken Hill
- Silver City Cup Races
- Agfair
- Cats Fundraiser
- 2020 Pro Hart Outback Art Prize: Digital Opening And Prize Announcements
- Lino Print Workshop for the Aboriginal Community
- Kaput! Comedy for all ages.
- Discussion Session with the Australian Council for the Arts re the future of Aboriginal Arts
- Big Screen Film Festival Touring Regional Australia
 7 9 November 2014 Broken Hill
- West Darling Arts Short+Sweet Play Festival

Collections

The city's many varied collections hold significant industrial, social, cultural and historic items and objects that document the evolution of Broken Hill. This includes the Broken

Hill Outback Archives, a regional archive centre for State Archives and Records NSW, the Art Gallery, Geocentre and other civic collections. These include a range of delicate objects, mineral specimens, artworks and documents of significant cultural and heritage value to the city.

The issue of long-term collection storage is a challenge faced by all museums, galleries, libraries and archives. In recent years, Council has proactively undertaking planning and assessments to the management systems and preventative care for collections with initiatives such as the regional museum's advisor and the purchase of a collections content management system. It has also digitised some 3,200 objects from collections of the Art Gallery and Geocentre.

Council is currently undertaking a two-year project to digitise the full permanent collection at the Broken Hill Regional Art Gallery and at the Albert Kersten Mining and Minerals Museum. This project has been funded by Create NSW via the NSW Government Regional Cultural Fund.

Art Gallery Collection

Since its inception in 1904, Broken Hill Regional Art Gallery has acquired, through donation, gift or purchase a collection of national importance. The Gallery manages more than 2000 colonial, modern and contemporary Australian artworks, predominantly paintings and works on paper, by artists including Rick Amor, Charles Blackman, Arthur Boyd, Noel Counihan, Liz Cumming, George Gittoes, Barbara Hanrahan, Mandy Martin, Clifton Pugh, Lloyd Rees, Gary

Shead & Tim Storrier.

The Gallery has a strong representation of leading Aboriginal artists including Clifford Possum Tjapaltjarri, Michael Nelson Tjackamarra, William Sandy, David Malangi, Emily Kame Kngwarreye, Susan Marrawarr, Gordon Hookey and Badger Bates.

It also possesses an authoritative collection of the artworks narrating the history of Broken Hill. This includes works by JC Goodhart, Sam Byrne, Robert Emerson Curtis, May Harding, Hoppy Hopgood and Pro Hart.

Albert Kersten Mining and Minerals Museum Collection

Some of the world's rarest and most valuable geological specimens form part of this museum's widely acclaimed mineral collection which gives a unique insight into Australia's natural heritage. This includes an irreplaceable 42kg silver nugget, and the much-loved iconic Broken Hill Silver Tree.

The basis of the collection is the 'Centenary Collection' which is comprised of minerals purchased in the 1960's from the 'Flossie' Campbell collection and those of the Roy Waldren collection (purchased 1983). Three further collections and numerous donations of select mineral specimens have added strength to the original collection.

The collection now numbers some two thousand specimens and contains numerous world class specimens and two specimens of extreme rarity. In 2002 two new minerals were discovered in Broken Hill; Hoganite & Paceite. Only six specimens are known to exist and the GeoCentre was presented with one of them. The others are held by

Museum Victoria, Australian Museum, and the Western Sydney University.

Broken Hill Outback Archives

The Archives is a regional archive centre for State Archives and Records NSW. The collection holds records from a range of public offices such as Schools, Police and Local Courts, State government agencies. The collection is also made up of significant industrial, social, and historic documentation of Broken Hill and surrounding districts such as Silverton, White Cliffs, Menindee, and Wilcannia.

It holds a significant photographic collection relating to Broken Hill and the region dating from the 1880's. Formats include glass negatives, positive prints, negatives, postcards, posters, slides, videos and DVDs.

Private collections

There are a number of state and nationally significant historical items that are in community and private ownership that risk being lost or damaged by being stored in less than ideal conditions.

Facility utilisation

Library visitation

With the exception of 2014/15, there appears slight downward trend in library visitation from 2010 to now.

79,019

2012/2013 2013/2014 2014/2015 2015/2016 2016/2017 2017/2018

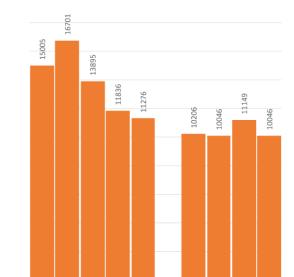
65,091 65,49

Geo Centre visitation

2010/2012

2012/2012 2012/2013

Similarly to the library visitation, there appears to be a downward and plateauing trend in visitation to the GeoCentre.



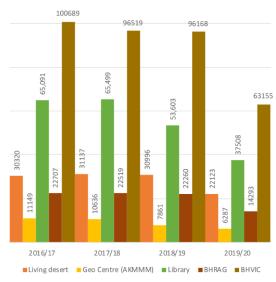
2013/2014

2014/2015 2015/2016

Visitor numbers comparison

Broken Hill Council manages five of Broken Hill's top attractions: The Living Desert, GeoCentre, Library, Broken Hill Regional Art Gallery and the Visitor Information Centre (VIC). The graph below clearly illustrates that the VIC receives the most amount of visitors each year, followed by the Library, and then Living Desert/BHRAG.

Visitation number across all of these venues is displaying a slight downward trend in visitation numbers across the four years.





Our strengths and challenges

These strengths and challenges for culture in Broken Hill express the needs and aspirations of Broken Hill residents and reflect findings from our research and community feedback.

Leveraging our National Heritage Listing

Broken Hill's dramatic desert landscape, its unique character and remarkable industrial and geological heritage was acknowledged in 2015 when it became the first (and remains) the only entire Australian city or town on the National Heritage List.

There is a strong need to work in partnership across levels of government to further define, promote and leverage the opportunities that this listing brings to our city, including cultural tourism and ongoing preservation of our unique local cultural assets. In particular, there is a need to advocacy for increased financial support to support the ongoing maintenance and management of heritage assets.

Acknowledging and sharing Aboriginal cultures

The Broken Hill local government area (LGA) is on the land of the Wilyaki People and their Darling River neighbours, the Barkindji, who have cared for Country for thousands of years. The strength, resilience, and contributions of the Wiljakali people continue to be intrinsic to Broken Hill's identity. Broken Hill today is home to Aboriginal people from across several language groups and Aboriginal nations, with 8.5% of the population identifying as Aboriginal and/or Torres Strait Islander (Census 2016).

The Broken Hill community has expressed strong support for increasing visibility, celebration, and sharing of Aboriginal cultures in Broken Hill, including through events and activities, signage and interpretation, and public artworks incorporated into the landscape.

Council's commitment to Aboriginal and Torres Strait Islander peoples is outlined in the Reconciliation Action Plan (RAP) and this Strategy will seek to align with and complement the directions of the RAP.

Attracting and retaining residents

Community engagement participants told us they love living in Broken Hill because of its friendly and creative community and beautiful natural environment. Unfortunately, Broken Hill's population is declining, driven in large part by a reduced mining workforce and representing a significant challenge to maintaining community infrastructure and services as our rate base declines. There are opportunities to further promote and enhance our cultural offer and leverage creative industries to help attract and retain residents to Broken Hill.

Diversifying our local economy

Broken Hill's local economy has long been shaped by mining, however expansion and contraction of this industry requires us to think creatively about opportunities for diversification to remain sustainable. Regional cultural tourism is on the rise and represents a significant growth and economic development opportunity for Broken Hill, with a need to strategically promote our existing and unique offering, improve the visitor experience and explore new avenues, such as self-determined Aboriginal cultural

tourism, participatory creative learning and outback naturebased experiences.

Sustaining and supporting our volunteer base

Broken Hill is home to many passionate and driven volunteers that initiate and sustain our City's cultural facilities, programs and events. It is important to support our volunteers and recognise their invaluable contribution to our cultural landscape. Unfortunately, as our population continues to age so does our volunteer base, and many cultural organisations and groups do not have clear succession planning in place to ensure sustainability into the future. There are opportunities to further connect groups to resources and information and encourage young people to get involved in volunteering.

Promoting our cultural offering

Broken Hill already has a lot going on when it comes to culture, including a large number of galleries and museums and cultural events, programs and festivals that bring the community together. Community members told us that it can be hard to find out about what's on and identified a need to improve and coordinate promotion to support residents and visitors to participate. People suggested various communication channels including websites, social media and newsletters, and also emphasised that word of mouth is still important.

Increasing collaboration and coordination

Broken Hill is home to many community groups, local businesses and privately run museums and galleries that contribute to our local cultural offering. However, many of these organisations operate independently with limited collaboration and partnership. This Plan represents a first step towards providing an overarching framework that can support increased collaboration towards a shared vision for culture in Broken Hill. Increasing opportunities for networking, sharing information and resources and shared initiatives will contribute to the sustainability of our cultural landscape.

Operating as a regional hub

As the largest community in a wide geographical area, Broken Hill is a regional centre for health, retail and community services for smaller communities across the Far West; including the Central Darling Shire towns of Wilcannia, Menindee, White Cliffs, Silverton and Ivanhoe. Broken Hill is a popular cultural and outback destination for visitors and tourists, along with surrounding towns, and its isolation is as much a strength as it is a challenge to cultural tourism.

Collecting and sharing our stories

Broken HIII residents are proud of their culture and history and everyone has a story to tell about their City. There is a strong desire in the community to increase opportunities to collect, exchange and preserve these special and diverse stories, including those of Aboriginal peoples, waves of immigrants, mine workers, union heroes and women and children.

Preserving our collections

Broken Hill is a treasure trove of historical artifacts and collections reflecting our rich social and mining history. While some of these collections are stored in our museums and in the Broken Hill Outback Archives, many are privately owned and stored in less-than-ideal circumstances. In the long-term, there is a need to ensure a sustainable and strategic approach to managing and preserving our significant collections which have both local and national heritage significance. This will require significant resource investment from all levels of government.

Encouraging participation for young people

Research shows that cultural participation has developmental and educational benefits for children and young people. Community members told us that they want to see more opportunities for young people to engage in arts and culture in Broken Hill, especially for those who are not interested in sport and for teenagers. It is important that initiatives are easily accessible and affordable to support young people to participate.

Advocating for resources and funding

Advocating to State and Federal governments and private industry for cultural funding and investment will be of the utmost importance to realising our vision for the future of culture in Broken Hill. With a declining rate base however significant cultural assets of regional, state and national significance, acquiring funding will be fundamental to ensuring ongoing sustainable management and preservation.

Upgrading and maintaining cultural assets

Broken Hill has great cultural assets however many, including both private and Council-owned facilities, are in need of an upgrade and refresh in order to keep up with contemporary industry standards as well as audience interests and expectations. There are also many unused spaces and shopfronts in Broken Hill that could have cultural uses if they were to be upgraded. This opportunity would require significant investment and resourcing to achieve.

Placemaking and activation

There is a growing trend in regional towns for public art, heritage interpretation and creative wayfinding that reflects local identity and culture, tells local stories and enlivens and activates streets and public spaces. Community engagement participants told us they think there are opportunities for more public art in Broken Hill's streets and villages, for example reflecting local mining and social history. In recent years Council has been undertaking planning for the Broken Hill Cultural Precinct and Library and Archives as a key activation project for the Broken Hill CBD.

Developing local creative industries and skills

Whilst creative industries currently make up only a very small proportion of the Broken Hill economy (2% of people employed), there is a need to connect local creatives and businesses to resources, information and networks to support skill development (e.g. grant writing).

Community members also told us they would like to see more opportunities for creative industries training and employment in Broken Hill, for example leveraging film production in the region, and in particular for young people.

Encouraging film production in Broken Hill

Broken Hill welcomes film makers from across the globe. The City is the engine-room for film-makers who are often filming on the outskirts and the fringes of the City but require a base for accommodation, production space, technology linkup and easy access to transport. There have been more than 35 movies filmed in Broken Hill and surrounds including Mad Max 2, The Adventures of Priscilla Queen of the Desert, Last Cab To Darwin and Mission Impossible II. Baz Luhrmann also filmed a section of Australia in Broken Hill. There are opportunities to further encourage film production in Broken Hill and connect local people to film-based skill development and employment.

Diverse cultural experiences day and night

There is already a lot going on in Broken Hill, however there are limited cultural experiences available at night time and at certain times on the weekend. Community members and visitors told us that they would like more opportunities to engage with culture and creativity at night time, including live music and comedy at local businesses and street festivals.

Broken Hill City Council



ADOPTION OF THE BROKEN HILL CULTURAL PLAN 2021-2040

Broken Hill City Council

The following audit is based on desktop research undertaken in May 2021.

Facility type	Name	Hierarchy	Volunteer run?	Address	Facilities & uses
Art gallery	Absalom's Gallery	Local	N/A	638 Chapple Street	Gallery space
	Art Confessions	Local	No	24 Comstock Street	Gallery space
	Broken Hill Regional Art Gallery	Regional	No	404-408 Argent Street	Large exhibition spaces, arts education centre
	Bush 'N' Beyond	Local	N/A	4 Argent Street	Exhibition space, studio gallery
	Eric McCormick Gallery	Regional	N/A	367 McCulloch Street	Gallery space
	Julie Hart	Local	N/A	65 William Street	Gallery space
	Paces Mineral Art Centre	Local	N/A	323 Wilson Street	Gallery space
	Pro Hart Gallery	Regional	N/A	108 Wyman Street	Gallery space
	Potters Society	Local	Yes	407 Wyman Street	Studio and sheds with kilns
	The Homestead Gallery	Local	N/A	377 Chloride Street	Gallery space
	Willy Nilly Art	Local	N/A	415 Argent Street	Gallery space
	Silver City Mint & Art Centre	Local	N/A	66 Chloride St, Broken Hill	Gallery space, exhibition space
	Jarah Mosaics	Local	N/A	169 Chapple Street	Gallery space
	Len Vodic Gallery - Closed until further notice	Local	N/A	280 Bromide Street	Gallery space
	Outback Lodge / Lodge Outback Motel	Local	N/A	252 Mica Street	Accommodation, gallery space
	Spirit of the Outback Gallery	Local	N/A	662 Argent Street	Gallery space
	Wayne Williams Gallery	Local	N/A	81 Harris Street	Gallery space

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Facility type	Name	Hierarchy	Volunteer run?	Address	Facilities & uses
Art gallery	West Darling Arts	Regional	N/A	256 Argent Street	Film screenings, gallery spaces, cinema, bookclub
	Willyama Visual Arts Centre	Local	N/A	24 Bromide Street	Gallery, museum, art supply shop
	Broken Hill Art Exchange / The Kitchen Gallery Heritage Courtyard	Local	Yes	313 Argent Street	Live-in residencies, exhibition and workshop spaces, consultancy services, events and project management
	Amanya Mitha Indigenous Arts	Local	N/A	76 Gypsum St, Broken Hill"	Gallery space, art exhibition space
	Howard Steer Art - Flying Doctor Artist	Local	Yes	721 Williams St, Broken Hill, New South Wales 2880 Australia	Gallery space, shed exhibition and art shop
	Aboriginal Art & Craft Gallery (closed)	Local	Yes	309 Argent Street	Gallery space, art exhibition space
	The Silly Goat	Local	No	425 Argent St	Gallery space
	McCarthur's Arts & Minerals	Local	No	303 Argent St	Gallery space, arts & boutique shop
	Silver City Mint & Art Centre	Local	No	66 Chloride St	Gallery space, art exhibition space, arts shop
	Tanya Marie Reeves	Local	No	24 Comstock Street	Art sales

Facility type	Name	Hierarchy	Volunteer run?	Address	Facilities & uses
Museums	Albert Kersten Mining and Minerals Museum (GeoCentre)	Local	N/A	Beryl & Buck Streets, Broken Hill, New South Wales 2880 Australia	Museum spaces and large exhibition space for community gatherings, artists/ professional talks, events
	Bells Milk Bar and Museum	Local	N/A	160 Patton Street	Retail space and small museum with small outdoor space for events
	Broken Hill Mosque Museum (Afghan Mosque)	Local	N/A	William Street	No toilet, small museum space, enclosed yard
	Royal Flying Doctor Service Outback Experience	Local	N/A	Broken Hill Airport	Interpretive Centre and Museum
	Sulphide Street Railway and Historical Museum	Local	N/A	Blende Street	Railway station and museum rooms housing exhibits and trains
	Synagogue of the Outback Museum	Local	N/A	165 Wolfram Street	Synagogue and meeting rooms
	West Darling Machine Preservation Society	Local	N/A	Crystal Street	Building and sheds for educational events, meetings, storage
	Whites Mineral Art and Mining Museum	Local	N/A	1 Allendale Street	Museum
	Silverton School Museum	Local	N/A	Loftus St	Museum
	Silverton Gaol Museum	Local	N/A	Burke Street, Silverton	Museum
	Mad Max Museum	Local	N/A	9 Stirling Street, Silverton	Museum
Community centres	Centre for Community (Broken Hill Community Inc)	Local	N/A	200 Beryl Street	Meeting rooms, yard space for markets, Landcare activities, Seating capacity 100
	South Community Centre Library	Local	N/A	Patton Street	Library and community meeting
	Senior Lounge	Local	Yes	North Mine Park Hall	Community garden, meeting space for older people
Library	Broken Hill City Library and Broken Hill Outback Archives	Regional	N/A	Blende Street	Small library and upstairs archives Small gathering spaces (under 20 ppl)

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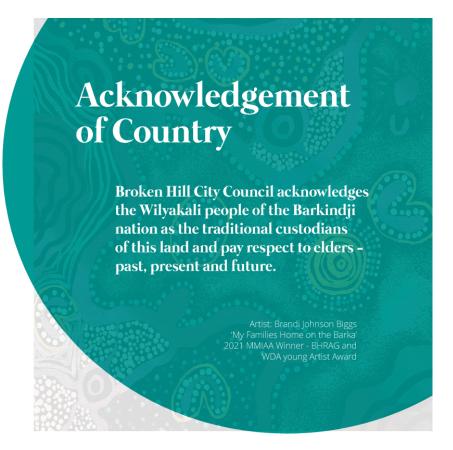
Facility type	Name	Hierarchy	Volunteer run?	Address	Facilities & uses
Civic/ performance space	Broken Hill Civic Centre	Regional	N/A	Chloride Street	Auditorium, function room, main foyer, Upstairs function rooms and lounge.
					Commercial kitchen, bar, performances events, multiple separate spaces, outdoor plaza area for events and placemaking activation
Theatre	Theatre 44	District	N/A	Wills Street	Theatre (seat 150)
Cinema	Silver City Cinema	Regional	N/A	Oxide Street	Cinema (seat 400)
Visitor information centre	Broken Hill Visitors Information Centre (VIC)	Regional	N/A	Cnr Bromide and Blende Streets	Offices, open space, retail space, café (lessee) Small industry events, retail space, large paved outdoor area, shared (tenanted) office and cafe spaces
Venues for hire	Aged Persons Rest Centre (Silver City Quilters Club)	Local	N/A	254 Blende Street, Broken Hill NSW 2880	Aged care, hireable venue
	The Council Chambers	Local	N/A	240 Blende St, Broken Hill NSW 2880	Council meeting space, hireable venue
	Broken Hill Regional Events Centre	Local	N/A	Broken Hill Racecourse	Hireable function spaces
	Broken Hill Musicians Club	Local	N/A	276 Crystal Street	Hireable function spaces

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Facility type	Name	Hierarchy	Volunteer run?	Address	Facilities & uses
Parks for hire	The Sculpture site and Living Desert Picnic Site	Local	N/A	Nine Mile Rd, Broken Hill NSW 2880	Outdoor picnic site
	Town Square	Local	N/A	325 Argent Street St	Town centre civic space
	Sturt Park	Local	N/A	Broken Hill NSW 2880	Hireable venue, BBQ, playground, memorial garden and stand
	Patton Park	Local	N/A	147 Patton St, Broken Hill NSW 2880	Hireable venue, playground
	AJ Keast Park	Local	N/A	64 Gypsum St, Broken Hill NSW 2880	Hireable venue
	Joe Keenan Lookout	Local	N/A	Broken Hill NSW 2880	Hireable venue
	Queen Elizabeth Park	Local	N/A	197 Brazil St, Broken Hill NSW 2880	Hireable venue
	Duke of Cornwall Park	Local	N/A	26 Argent St, Broken Hill NSW 2880	Hireable venue
	Duff Street Park	Local	N/A	161 Duff St, Broken Hill NSW 2880	Hireable venue
Live music & performance	Broken Hill Musicians club	Local	No	276 Crystal St, Broken Hill NSW 2880	Performance stage, function & event rooms, bar space
venues	Broken Hill Sturt Club	Local	No	321 Blende St, Broken Hill, NSW 2880	Performance stage, function & event rooms, dining facility
	Barrier Social Democratic Club (The Demo Club)	Local	No	218 Argent Street	Performance stage, function & event rooms, dining facility



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This project was funded by:





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Introduction

The Broken Hill Cultural Plan 2021-2040 provides a shared vision and framework for our City to sustain, enhance and share our rich arts, culture and heritage.

About culture in Broken Hill

Our City's story begins with the strength the First Nations culture of this place. For thousands of years, the Wilyakali people of the Barkindji nation have occupied the lands that we now call Broken Hill and beyond for thousands of years.

Broken Hill is a progressive and thriving city in Far West NSW with a rich local culture. This has been shaped by the outback isolation, First Nations songlines, language and traditions, the unique mining and social history, - being the birthplace of Australian trade unionism - and its independent and creative community.

Culture is reflected in the way we live our everyday life in Broken Hill. The attraction of our red sand landscape to inspires creatives both local and visiting. We are known across Australia to be the home to many artists, including the Brushmen of the Bush and Pro Hart, and the art that continues to be made here, including iconic films like The Adventures of Priscilla, Queen of the Desert and Mad Max.

Our history and heritage is at the heart of Broken Hill's cultural identity. The Wilyakali people and their Darling River neighbours, the Barkindji, had and continue to have, a close and intensely spiritual relationship with the land. Evidence of their cultural life exists northeast of the City at Mutawintji in the form of hand stencils and rock engravings in the caves and sheltered overhangs that honeycomb the area.

Our heritage renders us special in the nation's narrative, recognised as an important foundational place and major influence on its prosperity which is reflected in our unique position as Australia's first nationally heritage listed city.

For us, our heritage is not only held in the buildings and objects. It connects us and provides a proud collective sense of self and place. To be part of this remarkable culture keeps those who have a history with Broken Hill forever connected.

The people of the city and surrounds, the stories and the community groups are the living and breathing essence of what it is to be a part of Broken Hill's present, past and future and are equally matched in their importance to our cultural landscape as the physical infrastructure.

We have many cultural spaces and assets, including galleries, museums and other cultural attractions and experiences. Council owns and manages facilities such as the Broken Hill Regional Art Gallery, the Albert Kersten Mining and Minerals Museum (GeoCentre) and Broken Hill City Library and Archives along with the newly refurbished multipurpose venue Civic Centre, facilitate diverse cultural experiences and participation.

The Visitor Information Centre connects our valued visitors to places where they can experience the culture of our community for themselves.

The Living Desert showcases the environment and provides opportunities for visitors and residents to interact with the natural environment and learn about the landscape, flora, fauna and cultural stories.

People talk about the strong sense of community in the City. This is evident when people with obvious differences come together in good times and bad, conditioned to the boom and bust cycles of our lives which are impacted as much by history, drought and environmental change.

Many people have a deep passion for the place, which manifests in social connection, participation and volunteerism. Broken Hill boasts a large number of volunteer organisations and cultural groups that undertake some of the most important and accessible entryways to engage with our history, heritage and culture.

Broken Hill's population enthusiastically embraces new cultural opportunities, encourages newcomers to create events and programs and enjoys using their experience, talent and knowledge to enliven our accessible spaces to tell the stories of our place, and add to the richness of the cultural tapestry of Broken Hill.

The interaction between people and spaces contributes to the wellbeing and sense of self experienced in the city and region. The growing First Nations community has a strong connection to Country, which is an integral tenet of the culture and is essential to experiencing good health and wellbeing.

There is universal acknowledgment of the importance of caring for this fragile environment and the influence of outdoor spaces and places to a feeling of wellbeing.

Public spaces are accessible 'third places', providing social places where we feel relaxed and can enjoy the environment with others.

Interspersed between the many galleries and cafes across the city, the tale of the city's rise to prosperity is evident in our architecture. From Federation and Victorian buildings to the curving faces of 1930s Art Deco, and classic tin cottages - our walls tell an important part of our story.

Our community values the role of the environment and landscape, arts, culture, events and heritage in bringing us together and shaping our shared identity. We recognise the social and economic benefits that culture brings to Broken Hill, in particular as an iconic outback cultural tourism destination.

We are excited for, and want to help shape a future in which Broken Hill's culture is sustained, enhanced and shared.

For a detailed analysis of Broken Hill's cultural landscape and participation, creative industries, strategic policy drivers and cultural asset network, please refer to the Background Report which is available as a separate document.

About the Cultural Plan

The Broken Hill Cultural Plan 2021-2040 (the Plan) outlines a long term vision for culture in Broken Hill and provides a roadmap for Broken Hill City Council, community and partners to work together in future planning for cultural infrastructure, events, programs, partnerships and funding.

The Plan seeks to build on Broken Hill's existing cultural strengths and assets, recognising that there are already many existing projects and initiatives underway in our City that will benefit from strategic coordination and a shared vision that we can all work towards.

Our community's stories, values and aspirations are the foundation of the Plan, which has been shaped by engagement with over 500 individual community members, local creatives and stakeholders and based on in-depth research and industry expertise. Community feedback, Council pop up sessions and engagement activities add to the total of consultation undertaken for the Plan.

The Plan reflects Broken Hill City Council's commitment to working collaboratively to support and enhance culture, arts and heritage in our City.

Importantly, the Plan will position Council to pursue partnerships across levels of government and other key stakeholders, including the private sector, to better meet the cultural needs and aspirations of our community and to leverage opportunities as they arise.

The Broken Hill Cultural Plan has three focus areas:

- People and Community
- · Spaces, Assets and Places, and
- Sector Capacity Building.

These strategic focus areas establish a transparent decision-making framework and identify the priorities to inform business case development and attract future investment, for cultural infrastructure projects and programs across the City.

Broken Hill City Council

Culture, Arts and Creativity in Broken Hill



Traditions & Customs > The way we live our lives > Who we are > How we express ourselves > Memories > Ancestry



STREETS AND PARKS

TO WORK

MUSIC

FESTIVALS

COMMUNITY CENTRES

INDUSTRIES

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The value of culture

The majority of Australians recognise the positive impacts the arts have on our daily lives and in our communities, on making our lives more meaningful and impacting our understanding of other people and cultures1.

Community identity and connection

Engagement in culture and creativity can increase community identity, cohesion and belonging, more inclusive communities and a reduction in social isolation. Arts activities and projects can re-define regional locations in new and positive ways, providing both residents and visitors with a strong sense of a city's unique identity.

Liveability and attractiveness

Having a diverse cultural offering can play an important role in attracting and retaining people to live and work in a regional area. Arts events attract visitors who may otherwise have limited awareness of the area. Arts events and venues such as galleries or performing arts centres contribute to a perception of a unique destination, thus increasing the attractiveness of places to visitors and new residents.

Health and wellbeing

The health benefits of cultural participation are well understood. Through reducing social isolation and increasing social connections, arts participation can improve mental health by decreasing stress and anxiety. Studies have also found links between arts participation, increased longevity, better health and higher life satisfaction2.

Resilient local economies

A vibrant and diverse cultural and creative ecosystem can help drive local economic prosperity and growth, including through attracting visitors, creating jobs, attracting and retaining businesses, and revitalising places.

Education and skills

Participation in arts activities has been linked to improved educational outcomes in English, mathematics and science. The 21st Century knowledge-based economy will increasingly require workers to have skills that are associated with artistic practices including creative thinking, self-discipline, collaboration and innovation.



- 1 Connecting Australians: Results of the National Arts Participation Survey, Australia Council for the Arts, 2016.
- 2 McOueen-Thomson, D & Ziguras, C 2002, Promoting mental health & wellbeing through community & cultural development: a review of literature focussing on community arts practice, Victorian Health Promotion Foundation, Melbourne

The role of Council, community and partners

Broken Hill City Council plays an important role in strengthening the local cultural life of our City by providing cultural leadership and advocacy, developing cultural policies and plans and delivering and managing cultural infrastructure and services.

However, with limited resources and capacity and a declining rate base, Council needs to work in close partnership with other levels of government, the community, private sector and other stakeholders to deliver sustainable outcomes.

This Strategy outlines a framework for Council, community and partners to work together to achieve our shared vision for the future of culture in Broken Hill. It outlines opportunities for improved collaboration and coordination, recognising that we all have a role to play in enhancing the cultural life of our City.

Regional &

State Partners:

Far West Joint

West Darling Arts

Create NSW

NSW State Library

Museums & Galleries NSW

NSW & SA State

Local Partners:

Community members
Artists and creatives
Business and property owners
Tourism operators
Community groups
Privately owned galleries,
museums and collections
Local mining companies
Philanthropists

National Partners:

Australian Government Screen Australia National Trust

The role of Broken Hill City Council

Lead and advocate

- Research and engage with our community to understand cultural needs and aspirations
- Advocate to other agencies and levels of government on behalf of our community
- Secure funding and resourcing for our community and cultural assets

Plan and regulate

- Develop policies and plans that respond to our community's cultural needs
- Align decision-making to the cultural values, needs and aspirations of our community

Build partnerships and skills

- Collaborate with cultural organisations and our community to achieve shared goals
- Unlock capacity within our community by connecting people to skills and resources

Provide infrastructure and services

- Manage and deliver Council-owned places and spaces that support cultural and creative participation
- Deliver, support and promote cultural programs, events and activities
- Support community groups and organisations through grants and in kind support

What we heard

Our community stories, values and aspirations are the foundation of this Plan.

In developing this Plan, we spoke to over 500 individual community members of all ages and from all walks of life. Initial research was combined with additional engagement undertaken by Council, to create this Plan. The themes in this section reflect what our community told us about what makes Broken Hill special, as well as their aspirations to build on these strengths for the future.

Who we engaged with:

We spoke with artists, creatives and local history experts who are inspired everyday by Broken Hill's stories and landscape. We spoke with First Nations people, business owners, community groups and volunteers that are passionate about building on our existing cultural strengths. We spoke with children, families and young people that appreciate how arts and culture can bring our community together. We also spoke with visitors and tourists that were discovering our rich cultural offering for the first time.

Our community generously shared their stories with us, including their priorities and their ideas for the future. Their aspirations for the future of culture in Broken Hill drive and shape decision-making going forward and help to achieve our shared goals.

What we did:

Our community shared their ideas at a number of activities in late 2020 and 2021:

- Online survey (133 responses)
- Community workshops and pop up shop
- Workshops with the Regional Art Gallery Advisory Committee and the Community Roundtable and Heritage Committee
- Workshops with Councillors and Council staff
- Creative mixer event
- Kids craft activity and family BBQ event
- Pop-ups and intercept surveys around town including at the Perfect Light Film and Festival and the Youth Colour Run
- Stakeholder interviews (over 20 interviews) and community feedback

Rich history, heritage and stories

Broken Hill has a unique history and heritage that our community is proud of. Key points of pride include Broken Hill's mining and social history. Many told us they value the existing museums, buildings, places and people that are already doing a great job of preserving and sharing the City's history, heritage and stories.

The community thinks there are many more opportunities to preserve and share local stories. In particular, people said there are still "untold" stories in Broken Hill that they would like to see preserved and told into the future, including First Nations and migration stories. Young people in particular told us they would like more opportunities to learn about Aboriginal cultures.

Community members told us they want to:

- Preserve and increase opportunities to celebrate Broken Hill's history and heritage, including our stories, buildings and collections
- Increase recognition of, and opportunities to learn from, Aboriginal culture and people in Broken Hill
- Increase opportunities to tell our stories through programs, events and in the public domain
- Broken Hill is a "living museum" further explore how our heritage listing can benefit our City.





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ABOUT

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Community members told us that one of the things that makes Broken Hill special are its creative people and its resilient community spirit that has been shaped by its isolation. People said that even though the community is diverse, in times of need everyone comes together to support each other. Some of the words that people used to describe locals include friendly, caring, generous, welcoming and supportive.

Community members told us they want:

- More opportunities for our community to come together through arts and cultural events
- To support and connect existing creatives, groups and organisations to boost their initiatives
- More opportunities for creative learning and skills development to support employment

Unique natural environment

Community members told us they love Broken Hill's beautiful natural environment. People said they enjoy being surrounded by wide open spaces, big blue skies and desert landscapes - and think that the natural environment is a big part of Broken Hill's identity and has inspired many artists and creatives. People also highlighted the importance of regeneration areas.

Community members told us they want:

- To encourage more cultural and creative activities and events in outdoor and natural spaces
- · Cultural programs and events that reflect on our outback environment.

Vibrant arts and cultural landscape

The community is proud of Broken Hill's strong local arts and cultural landscape, including many great museums, galleries, artists and creatives. Some highlighted that this local arts scene is part of what differentiates Broken Hill from other regional cities and makes it a great place to live and visit. People said they are proud of the City's long history of grass-roots cultural initiatives.

Community members told us they want to:

- Encourage and support cultural participation for all ages and abilities, including young people and people with disability
- See more diverse cultural experiences and activities to suit a variety of interests, such as live music, including at night and on the weekend
- Improve information about what's already going on, for locals as well as for visitors
- · Promote our cultural offering broadly to attract visitors to Broken Hill
- Encourage creative industries to Broken Hill to increase local employment opportunities
- Improve existing cultural venues and spaces and explore opportunities for 'pop-up' spaces
- Integrate arts and culture into our streets and public domain, including public art that tells all our stories and enlivens our City.



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Our community

Broken Hill's changing resident demographics influence our cultural identity and practices, both in the present and will into the future. The following community snapshot reflects the statistical data available for the city and comes from the Australian Bureau of Statistics (ABS 2016), Profile ID and the 2019 Planning Projections project undertaken by the NSW Department of Planning (2020).



OUR LOCAL GOVERNMENT AREA

1,100km west of Sydney & 500km east of Adelaide

TOTAL POPULATION 2016



PROJECTED POPULATION 2026

2019 Population Projections, NSW Government www.planning.nsw.gov.au/projections

MEDIAN AGE



- 19.9% are aged under 18 years
- 29% are aged over 60 years

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

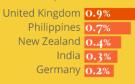




8.5% of the total

BORN OVERSEAS

much lower compared to the average of regional NSW (11.2%)





LANGUAGES SPOKEN

2.5% speak a language other than English – Filipino/Tagolog (0.4%), Italian (0.3%) & Australian Indigenous languages (0.2%)

VOLUNTEERS

Profile ID (2020)

of Broken Hill residents reported doing some form of voluntary work in 2016.

COMMUNITY GROUPS AND ORGANISATIONS

community and cultural groups operating in Broken Hill and their contributions to the cultural landscape of our City is immense.

CULTURE AND LEISURE WORKERS

Based on 2016 census data, 212 residents (3%) worked in 'creative' industries including Arts and Recreation (0.9%) and Manufacturing (2.1%). This does not reflect hobbies, vocational pursuits or volunteer work (SGS Economic and Planning)



Our cultural assets

Broken Hill has many cultural assets, including Council and privately owned facilities and collections as well as community groups that sustain our local cultural and creative life. The following provides a snapshot of Broken Hill's cultural assets with more detail provided in the Background Report.







- Civic / Performance Centre
- **Visitor Information Centre**
- **Theatres / Cinemas**
- **Community Centres, Halls and Meeting Spaces**
- Museums
- **Art Galleries**
- **Live Music and Performance Venues**



GROUPS AND PROGRAMS:

- **Community Groups and** Organisations
- **Council and Community Events and Programs**

PUBLIC SPACES:

- **Town Square**
- **Hireable Parks**
 - Streets used as venues for events and celebrations



Broken Hill City Council

Our strengths and challenges

These strengths and challenges for culture in Broken Hill express the needs and aspirations of Broken Hill residents and reflect the combined findings from our research and community feedback.

Acknowledging and sharing Aboriginal cultures

The Broken Hill Local Government Area (LGA) is on the land of the Wilyakali People of the Barkindji nation, who have cared for Country for thousands of years. The strength, resilience, and contributions of the Wilyakali people continue to be intrinsic to Broken Hill's identity. Broken Hill today is home to Aboriginal people from across several language groups and Aboriginal nations, with 8.5% of the population identifying as Aboriginal and/or Torres Strait Islander (Census 2016).

The Broken Hill community has expressed strong support for increasing visibility, celebration, and sharing of Aboriginal cultures in Broken Hill through events and activities, signage and interpretation, and artworks incorporated into the landscape.

Council's commitment to Aboriginal and Torres Strait Islander peoples is outlined in the Reconciliation Action Plan (RAP) and the Cultural Plan will align with and complement the directions of the RAP and the ambitions of the community.

Leveraging our National Heritage Listing

Broken Hill's dramatic desert landscape, its unique character and remarkable industrial and geological heritage was acknowledged in 2015 when it became the first (and remains) the only entire Australian city or town on the National Heritage List.

There is a strong need to work in partnership across levels of government to further define, promote and leverage the opportunities that this listing brings to our city, including cultural tourism and ongoing preservation of our unique local cultural assets. In particular, there is a need to advocate for increased financial support for the ongoing maintenance and management of heritage assets.

Collecting and sharing our stories

Broken Hill residents are proud of their culture and history and everyone has a story to tell about their City. There is a strong desire in the community to increase opportunities to collect, exchange and preserve these special and diverse stories, including those of Aboriginal peoples, waves of immigrants, mine workers, union heroes and women and children.

Attracting and retaining residents

Community engagement participants told us they love living in Broken Hill because of its friendly and creative community and beautiful natural environment.

Broken Hill is the service centre for the industry in Far West NSW, however the City has experienced a steady population decline due to the fluctuations in mining since the 1970's which has resulted in a decreased Council rate base impacting on the available funding and service provision. Recent advances in technology have resulted in lower cost and competitive processing options resulting in increased activity and investment, production and exploration by national and international companies in products such as gold, mineral sands, iron ore, cobalt, zirconium and uranium. The promise of newer mining operations and the potential to attract new residents means that investment in the city's cultural spaces and heritage is important to offer a vibrant place to live, work and invest

Encouraging participation for young people

Research shows that cultural participation has developmental and educational benefits for children and young people. Community members told us that they want to see more opportunities for young people to engage in arts and culture in Broken Hill, especially for those who are not interested in sport and for teenagers. It is important that initiatives are easily accessible and affordable to support young people to participate.

Sustaining and supporting our volunteer base

Broken Hill is home to many passionate and driven volunteers that initiate and sustain our City's cultural facilities, programs and events. It is important to support our volunteers and recognise their invaluable contribution to our cultural landscape. Unfortunately, as our population continues to age so does our volunteer base, and many cultural organisations and groups do not have clear succession planning in place to ensure sustainability into the future. There are opportunities to further connect groups to resources and information and encourage young people to get involved in volunteering.

Increasing collaboration and coordination

Broken Hill is has many community groups, local businesses and privately run museums and galleries that contribute to our local cultural offering. However, many of these organisations operate independently with limited collaboration and partnership. This Plan represents a first step towards providing an overarching framework that can support increased collaboration towards a shared vision for culture in Broken Hill. Increasing opportunities for networking, sharing information and resources and shared initiatives will contribute to the sustainability of our cultural landscape.

Upgrading and maintaining cultural assets

Broken Hill's cultural assets, both private and Council-owned facilities, are in need of maintenance and improvement in order to keep up with contemporary industry standards as well as audience interests and expectations. There are also many unused spaces and shopfronts in Broken Hill that could have cultural uses if they were to be upgraded. This opportunity would require significant investment and resourcing to achieve.

Preserving our collections

Broken Hill is a treasure trove of historical artifacts and collections reflecting our rich social and mining history. While some of these collections are stored in our museums and in the Broken Hill Outback Archives, many are privately owned and stored in less-than-ideal circumstances. In the long-term, there is a need to ensure a sustainable and strategic approach to managing and preserving our significant collections which have both local and national heritage significance. This will require significant resource investment from all levels of government.

Promoting our cultural offering

Broken Hill boasts a thriving cultural environment that includes a large number of galleries and museums and cultural events, programs and festivals that bring the community together. Community members told us that it can be hard to find out about what's on and identified a need to improve and coordinate promotion to support residents and visitors to participate. People suggested various communication channels including websites, social media and newsletters, and also emphasised that word of mouth is still important.



Broken Hill community

Placemaking and activation

There is a growing trend in regional towns for public art, heritage interpretation and creative wayfinding that reflects local identity and culture, tells local stories and enlivens streets and public spaces. Community engagement participants told us they think there are opportunities for more public art in Broken Hill's areas and streets, for example reflecting local mining and social history. In recent years Council has been undertaking planning for the Broken Hill Cultural Precinct and Library and Archives as a key activation project for the Broken Hill CBD.

Diversifying our local economy

Broken Hill's local economy has been shaped by mining, however the industry's expansion and contraction requires us to think creatively about opportunities for diversification to remain sustainable. Regional cultural tourism is on the rise and represents a significant economic development opportunity. This requires the strategic promotion of our unique offering, regional collaboration, improved visitor experiences and to explore new avenues, such as self-determined Aboriginal cultural tourism, participatory creative learning and outback nature-based experiences.

Diverse cultural experiences day and night

There is already a lot going on in Broken Hill, however there are limited cultural experiences available at night-time and at certain times on the weekend. Community members and visitors told us that they would like more opportunities to engage with culture and creativity at night-time, including live music and comedy at local businesses and street festivals.

Developing local creative industries and skills

Whilst creative industries currently make up only a very small proportion of the Broken Hill economy (2% of people employed), there is a need to connect local creatives and businesses to resources, information and networks to support skill development (e.g. grant writing). Community members also told us they would like to see more opportunities for creative industries training and employment in Broken Hill, such as leveraging film production in the region, particularly for young people.



"Broken Hill as a film destination is point of pride for me. It creates work for many locals in front or behind the camera. The Perfect Light Film Festival is one of the highlights on the events calendar."

Broken Hill community member

Encouraging film production in Broken Hill

Broken Hill welcomes film makers from across the globe. The City is the engine-room for film makers who are often filming on the outskirts and the fringes of the City but require a base for accommodation, production space, technology linkup and easy access to transport. There have been more than 35 movies filmed in Broken Hill and surrounds including Mad Max 2, The Adventures of Priscilla Queen of the Desert, Last Cab to Darwin and Mission Impossible II. Baz Luhrmann also filmed a section of Australia in Broken Hill. There are opportunities to further encourage film production in Broken Hill and connect local people to film-based skill development and employment.

Operating as a regional hub

As the largest community in a wide geographical area, Broken Hill is a regional centre for health, retail and community services for smaller communities across the Far West; including the Central Darling Shire towns of Wilcannia, Menindee, White Cliffs, and Ivanhoe and the iconic township of Silverton in the Unincorporated Area. Broken Hill is a popular cultural and outback destination for visitors and tourists, along with surrounding towns, and its isolation is as much a strength as it is a challenge to cultural tourism.

Advocating for resources and funding

Advocating to State and Federal governments and private industry for cultural funding and investment will be of the utmost importance to realising our vision for the future of culture in Broken Hill. With significant cultural assets of regional, state and national significance, acquiring funding will be fundamental to ensuring ongoing sustainable management and preservation.

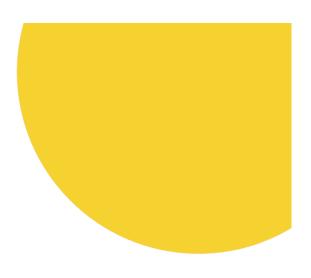
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Our Cultural Vision and Action Plan

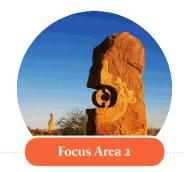
This Action Plan outlines the three focus areas that Council will prioritise during the next 20 years to support and grow a sustainable and vibrant cultural life and creative sector in Broken Hill.

The actions that sit underneath each focus area are categorised as being: **short term** (1-5 years); **medium term** (6-12 years); **long term** (13-20 years); and **ongoing** which will be pursued, enacted and refined over the life of the plan















Focus Area 1



Goals

- 1. Increase acknowledgment, recognition and visibility of Aboriginal culture and arts led by and in collaboration with local Aboriginal Elders, knowledge holders and community
- 2. Encourage and support cultural participation for all ages, cultures and abilities, including young people and people with disability
- 3. Foster collaboration between local and regional organisations to effectively plan and advocate for culture across the region



Why is this important?

- Our community told us that they would like to see greater recognition of Aboriginal culture, traditions and stories
- There is a need to strive for better coordination of existing creative and cultural groups and initiatives in the city
- Increased inclusion and diversity through cultural events can help bring different parts of community to together
- Our community told us that they would like to see a greater diversity of things to do Broken Hill (e.g. greater diversity of live music), especially for young people and people of all abilities. They also told us they would like to see easier ways of finding out what's on.

Focus Area 1: People & Community

Strategy	Actions	Timing					
Strategy	Action	3	Short	Medium	Long	Ongoing	
	1.1.1	Support a self determined approach to the foundation and creation of a cultural knowledge centre.		0			
	1.1.2	Acknowledge the protocols important to the Aboriginal community that signify their importance to the cultural landscape of the city.	0				
	1.1.3	Encourage the development of regular exposure and exhibition of Aboriginal culture, be it performance, written works, art, music, festivals or other cultural expression.	0				
	1.1.4	Celebrate and make visible First Nations culture through community led initiatives.	0				
1.1 Increased acknowledgement, recognition and visibility of Aboriginal culture, arts and practice in the city	1.1.5	Develop a long term plan for Aboriginal heritage and culture that includes commitment to and promotion of local Aboriginal artists.	0				
	1.1.6	In partnership with the Traditional Owners, investigate opportunities to increase the number and visibility of dual language signage in the City.	0				
	1.1.7	In collaboration with Traditional Owners, investigate the opportunity to create a permanent space in the display window of the Visitor Information Centre to tell the story of the Traditional Owners of the land.		0			
	1.1.8	Play an active role in developing partnerships with other relevant agencies to meet cultural commitments.				0	

Strategy	Actions		Timing				
Strategy	Action		Short	Medium	Long	Ongoing	
1.2 Increased art and cultural participation and educational	1.2.1	Establish a Youth Advisory Group to support consultation with young people in an ongoing capacity.	0				
opportunities for young people	1.2.2	Investigate the opportunity to create a youth space and facilitate youth events in consultation with young people.		0			
1.3 Increased opportunities for cross sector engagement through projects	1.3.1	Encourage relationships within the local arts sector and third parties by participating in arts/culture interagency meetings.				0	
1.4 Increased participation in Broken Hill's cultural offering by people of all ages and abilities	1.4.1	Continue to engage with all levels of government, arts organisations, residents, local community, religious groups, cultural groups and educational institutions to identify cultural participation preferences for specific age groups within the City.				0	
	1.5.1	Foster creation of an overarching framework to support additional collaboration between Council and community toward a shared vision for culture in Broken Hill.	0				
1.5 Increase community involvement through engagement and outreach planning	1.5.2	Investigate increasing opportunities for networking, sharing information and resources and shared initiatives to contribute toward the sustainability of the cultural and natural landscapes.		0			
	1.5.3	Celebrate key historic milestones through partnerships, events and strategic projects that acknowledge multiple histories and cultural diversity.		0			
1.6 Improved marketing, communication and information sharing about Broken Hill's cultural offerings	1.6.1	Consider developing a marketing and communications strategy that ensures residents and visitors can access information about community events, programs and cultural groups within the city.	0				
	1.6.2	Share information through a variety of platforms and activities to residents and visitors about the City's rich heritage, stories and culture within a narrative of richness, positivity and growth.				0	



Broken Hill City Council

Shundani	Actions		Timing				
Strategy	Action	ctions		Medium	Long	Ongoing	
1.7 Amplification of our diverse social and cultural histories	1.7.1	Expand the capacity of the Broken Hill Outback Archives to further capture and share the diverse social and cultural histories that are an intrinsic part of Broken Hill's identity, including educational experiences.			0		
	1.7.2	Expand the existing oral history tradition within the region by capturing the oral histories and memories of those who have experienced historically significant times and daily occurrences in the history of the city. These experiences continue to shape the evolving culture.	0				
	1.7.3	Provision of programs and services to assist individuals to increase their knowledge and skills, to widen their attitudes and behaviours and to access information and increase awareness of whats happening in their community.		0			
	1.7.4	Investigate the use of wayfinding as identified within the CBD Masterplan and other strategies to magnify the rich stories of the area. Amplify the information available through signage and information boards by linking electronic content and augmented reality.	0				
	1.8.1	Develop a plan for the social and community use, projects and maintenance of public spaces, green spaces and heritage precincts.		0			
1.8 Support the use of open spaces to maintain the cultural, spiritual, social and physical health and wellbeing, of the community	1.8.2	Utilise the talents, knowledge and motivation of cultural and community groups to enhance programs to increase health and wellbeing.		0			
	1.8.3	Recognise the importance of sport in the provision of social and emotional health and wellbeing as well as an avenue for physical activity and plan accordingly to promote the benefits of sporting activity.	0			0	

Strategy	Actions			Timing				
	Action		Short	Medium	Long	Ongoing		
	1.9.1	Investigate options for art and cultural activities to be used to support health and wellbeing of community members, including in rehabilitation services.		0				
	1.9.2	Partner to plan for an accessible community wellbeing centre which provides a third place where people can access personal development and creative opportunities, gather socially and access information and support.		0				
	1.9.3	Engage with new residents to provide first contact services, deliver community information and ensure they are aware of services, events and the opportunities available to be connected to the community.	0					
1.9 Support community members and visitors to engage with the cultural life of the community	1.9.4	Undertake strategic marketing aimed at reinforcing our culture and way of life to the wider community and provide links to vibrant web presence for further information.		0				
of the community	1.9.5	Publicly celebrate the achievements of people completing certification qualifications with family, friends and Civic and business leaders.				0		
	1.9.6	Engage residents and visitors in regular talks and events to listen to leaders in the fields of heritage, arts and culture and environment.	0					
	1.9.7	Ensure the community has access to Community Event Planning resources and expert advice if required.	0					
	1.9.8	Acknowledge and include Aboriginal important occasions/dates in the Broken Hill cultural activity calendar.				0		
	1.9.9	Encourage local tertiary students to take opportunities to provide quality research in their field of study where appropriate.	0					



Broken Hill City Council

Strategy	Actions		Timing				
Strategy	Action	ACTIONS		Medium	Long	Ongoing	
1.9 Support community members and visitors to engage with the cultural life of the community (cont)	1.9.10	Partner to ensure that events held in the City meet the diverse needs of the community and communicate the vibrancy, rich history and demographic groups within the resident and visiting community.	0				
	1.9.11	Ensure that Australia Day events are inclusive and acknowledge cultural diversity and multiple histories.				0	
	1.9.12	Create a year round program of cultural activities for youth and families, non alcohol based spaces and performances.		0			
	1.10.1	Investigate the formation of an Aboriginal advisory committee to provide information and to ensure a representative voice is maintained by Aboriginal people.	0				
	1.10.2	Establish a path for continual Aboriginal inclusion in the planning system for the development of Aboriginal centered programmes.	0				
1.10 Involve Aboriginal representatives in cultural planning for the City of Broken Hill	1.10.3	Enable integration of the Aboriginal community into overall Broken Hill planning and development.	0				
Broken Hill	1.10.4	Consult to ensure that cemetery operations are respectfully operated and managed, acknowledging the migrant history and residents from culturally and ethnically diverse backgrounds.		0			
	1.10.5	Adopt a self determined approach to the investigation of the creation of an area of the cemetery for Traditional Owners and ensure it is culturally appropriate and sensitively managed.		0			



Stratogy	Actions		Timing					
Strategy	Action		Short	Medium	Long	Ongoing		
1.11 Acknowledge the significant contribution of volunteers and collectors to the cultural landscape of the City	1.11.1	Annually celebrate and thank volunteers working in cultural organisations and acknowledge the considerable contribution that volunteers in the sector make to the City and in reinforcing Broken Hill's status as the First Australian City listed on the National Heritage Register.				0		
	1.11.2	Partner to support the important work of cultural and environmental community groups.				0		
	1.11.3	Proactively and collaboratively support private and community custodians of cultural assets, by partnering with their efforts to access funding from public and private providers.	0					
	1.11.4	Plan for the City's cultural assets, both public and private, as a connected cultural ecosystem to deliver improved collaboration and a more coordinated approach to the sustainable growth of the City's culture.				0		

Focus Area 2



Spaces, Assets & Places

Goals

- Ensure that our tangible and intangible cultural and heritage assets are protected and made accessible for future generations
- Adopt a place making approach to activating our places, streets and heritage precincts to reflect the layered cultural identities and stories in our city
- 3. Enhance the cultural tourism offer



Why this is important:

- The Broken Hill community is proud of the rich cultural, social and built heritage and history and want to see their stories preserved and shared into the future.
- There are a number of state and nationally significant heritage items that are in community and private ownership that risk being lost or damaged.
- Diverse place-making, public art, cultural tourism and environmental opportunities can add value to the local economy and help activate our existing places.

Focus Area 2: Spaces and Places

Strategy	Actions		Timing					
	Action	IOIIS		Medium	Long	Ongoing		
	2.1.1	Investigate opportunities to utilise the Visitor Information Centre as a place where local stories can be told by stronger collaboration with local businesses, cultural and community stakeholders.	0					
	2.1.2	Investigate opportunities to create a shopfront revitalisation program, that may include information and training.	0					
2.1. Increased economic opportunities for cultural tourism that maximise the cultural assets	2.1.3	Explore the opportunity to create a creative and cultural welcome at the airport and at the Chloride Street Welcome Way (Railway Station through the Town Square) as designed in the CBD Masterplan including indigenous plantings that reflect our local landscape and give a 'sense of place' to newly arrived visitors.		0				
	2.1.4	Continue to support and develop major destination events by working with business, industry, Government and other stakeholders to promote Broken Hill and region as a destination of choice.		0				
and natural surrounds of the community	2.1.5	Explore increasing visitation to the Living Desert and Arboretum by facility upgrades, improving infrastructure and building on the history and spirit of the sculpture symposium.			0			
	2.1.6	Increase interpretive signage to tell the story of the Regeneration Area and the innovative response to land rehabilitation in this groundbreaking revegetation project.		0				
	2.1.7	Develop, secure and implement a Living Desert Masterplan and business plans for specific project including a boardwalk to the sculptures that will be accessible for all abilities .			0			
	2.1.8	Partner to increase opportunities for makers, artists, musicians and growers to take part in markets and other community events in the heritage precincts and green spaces in the city.				0		



Strategy	Actions			Tim	ing	
	Actions		Short	Medium	Long	Ongoing
	2.1.9	Contribute to the restoration and preservation of Aboriginal history, art and artifacts in Broken Hill.	0			
	2.1.10	Ensure cultural ownership by the City's Traditional Owners is protected				0
2.1. Increased economic	2.1.11	Support a community approach to the foundation and creation of a Heritage and Environment centre.			0	
opportunities for cultural tourism that maximise the cultural assets and natural surrounds of the community (cont)	2.1.12	Explore opportunities to use spaces including the Broken Hill Regional Art Gallery, outdoor venues, Town Square, lanes and other public space and vacant shops and commercial areas for cultural activities and events.	0			
	2.1.13	Investigate opportunities to utilise unused or unrentable industrial or similar spaces, potentially using a free of charge model, as artist studios which will support the current and future culture in Broken Hill.			0	
	2.1.14	Investigate funding opportunities to further build on the CBD Lighting Effects and Projections encouraging the community to engage with the CBD after dark.	0			
2.2. A strategic approach to the	2.2.1	Develop, secure and implement a Masterplan which outlines conservation, maintenance and replacement requirements of Council owned public art in the city.		0		
creative activation of Broken Hill's heritage precincts, public places and open spaces	2.2.2	Conduct analysis to ensure public art is representative of the cultural groups in the community.		0		
	2.2.3	Investigate the opportunity to engage artists from the community of Traditional Owners in the creation of public art.	0			
	2.2.4	Identify suitable sites for public art projects and place making programs for each of Broken Hill's heritage precincts.		0		



Broken Hill City Council

Strategy	Actions		Tim	ing		
	Actions		Short	Medium	Long	Ongoing
	2.2.5	Document all available assets and prepare a city-wide resource targeting the film and major event industry.		0		
	2.2.6	Review and consolidate an approach to development of public and green spaces to enhance livability, sociability and aesthetic value.		0		
	2.2.7	Align actions from the Cultural Plan into the redevelopment of the CBD and heritage precincts as identified in the CBD Masterplan.	0			
	2.2.8	Maintain a database of all events conducted within the city with a continuous twelve-month future focus. This database provides analysis of events and target audiences to ensure that events are equitable.		0		
2.2. A strategic approach to the creative activation of Broken Hill's	2.2.9	Explore the opportunity to create a performance space in Sturt Park.			0	
heritage precincts, public places and open spaces (cont)	2.2.10	Develop, secure and implement a plan for community events which includes analysis of the number and type community events, how the events are communicated to the community, and partnering to execute events fill any evident gaps in event offerings.	0			
	2.2.11	Establish visibility of Aboriginal culture in public spaces based on placement choices identified by traditional owners.	0			
	2.2.12	Utilise the Regeneration Area and Arboretum as educational tool for visitors and local people by providing exhibitions, walks and workshops that highlight our natural environment.	0			
	2.2.13	Develop a Live Music and Events Kit for community events in parks and open spaces, to encourage all ages events to ensure that young people have opportunities to build careers and networks by participating in the music and events scene.		0		



Broken Hill City Council

Strategy	Actions		Timing					
	Actions		Short	Medium	Long	Ongoing		
2.3. Ongoing conservation, protection, maintenance, and engagement with Council and community collections and cultural facilities	2.3.1	Investigate funding opportunities and a suitable business model for a regional collections store to secure additional storage, conservation and protection of cultural assets.		0				
	2.3.2	Investigate opportunities to increase funding for heritage and museum advisory roles.			0			
	2.3.3	Employ a specialised collections officer to oversee Council's cultural collections and to assess requirements to sustain and fully take advantage of the digitisation of the Broken Hill Regional Art Gallery, Geocentre, Library Archives and cultural collections.	0					
	2.3.4	Establish a process to ensure the appropriate assessment of collections for conservation and preservation, be included as part of normal Council operations.	0					
	2.3.5	Develop, secure and implement a GeoCentre Masterplan, including branding and identity of the museum, consolidate naming rights and recurate display.			0			
	2.3.6	Implement a brand and identity strategy for BHRAG that integrates the Content Management System (CMS).		0				
	2.3.7	Investigate funding and support for digitisation of collections to enhance community access to cultural collections.				0		
	2.3.8	Explore the future of cultural institutions in the use of VR and AR technology, digital excursions and events, digital placemaking as a part of responding to diversity, inclusion and accessibility in cultural institutions.				0		



Strategy	Actions			Tim	ing	
	Actions		Short	Medium	Long	Ongoing
2.3. Ongoing conservation, protection, maintenance, and engagement with Council and community collections and cultural facilities (cont)	2.3.9	Develop, secure and implement a Masterplan for the preservation and conservation of the Broken Hill Regional Art Gallery art collection and maintenance of the Art Gallery building.			0	
	2.3.10	Ensure the technological capacity and operation of the Civic Centre is maintained to allow for continual attraction of symposia and events.				0
	2.3.11	Ensure that maintenance and upgrade of the Civic Centre and other event spaces continues to render them fit for the purpose of executing quality events.				0
2.4. Promotion of the City Library as a central community hub that is inclusive, accessible to all, encourages social interactions, enhances cultural connection and contributes to community wellbeing	2.4.1	Develop, secure and implement a Masterplan for the proposed new Library and Archive Cultural facility including identity, branding of the Library and Archive with important messaging highlighted as to the promotion of the Library as a free service and a safe space for connection, supporting lifelong learning through the provision of resources and programs.			0	
	2.5.1	Implement the recommendations from the Heritage Strategy and other relevant strategies including the National Heritage Study, development Control Plan, Local Environmental Plan and Community Strategic Plan	0			
2.5. Preservation and conservation of the built and natural environment to reflect Broken Hill's status as Australia's First City on the National Heritage Register	2.5.2	Support and promote the use, care and rehabilitation of the environment within and surrounding the city including land, air, water, and climate and plants and animals. Encourage people to experience our unique environment.				0
	2.5.3	Recognise the street trees as an important cultural asset and create strategies that protect, manage and enhance them to reflect our local environment.				0
	2.5.4	Maintain a planting policy that draws on the regions natural and cultural heritage values and increases comfort, livability and walkability.				0



Strategy	Actions		Timing				
	Actions		Short	Medium	Long	Ongoing	
	2.6.1	Advocate for shared custodian responsibility with Federal and State Governments.				0	
2.6. Receipt of tri-partisan governmental financial support for Broken Hill's listing as the first city on the National Heritage Register	2.6.2	Continuous exploration of all Federal and State Government funding opportunities.				0	
	2.6.3	Support private and community custodians of cultural assets, being both collections and heritage buildings, by facilitating and proactively assisting access to grant funding from both public and private sources,				0	
	2.7.1	Broken Hill's mining narrative, presented at the GeoCentre to include diverse voices and stories and present Broken Hill's rich social history in interactive experiences and with educational components.		0			
	2.7.2	Investigate funding opportunities for the engagement of a museum consultant for exhibition design and an interpretive strategy at the GeoCentre			0		
2.7. Exhibition and promotion of	2.7.3	Explore the conservation, future promotion, and funding opportunities regarding the overall strategic direction of the operations of the miner's cottage and surrounds			0		
Broken Hill's rich social and mining history	2.7.4	Develop, secure and implement a Masterplan of the Broken Hill City Library and Outback Archives and implement a strategy for the Library and Archives that integrates the CMS.			0		
	2.7.5	Investigate the options for undertaking heritage and cultural mapping of Broken Hill and surrounds to collect data showing heritage buildings, identities and development and to plot significant cultural stories Include the information on the GIS database and summaries on tourism websites.		0			
	2.7.6	Explore the conservation, future promotion and funding opportunities regarding the overall strategic direction of the operations of the Archive.		0			



Focus Area 3



Sector Capacity Building

Goals

- 1. Attract and retain artists, creative professionals and cultural businesses
- 2. Create opportunities for learning and skills development to support employment within the culture sector locally
- 3. Nurture, support and promote local talent, businesses and cultural sector



Why is this important?

- The community recognise that arts and culture bring economic opportunities and want more opportunities to develop skills that may lead to employment.
- There is an opportunity to develop and invest in our creative skills and to grow the next generation of creative professionals and enterprises.
- Broken Hill has a declining residential population, and a diversity of industries will attract people to live and work.
- Venues, programs and events across Broken Hill are heavily reliant on volunteers and need to find the next generation of volunteers

Focus Area 3: Sector Capacity Building

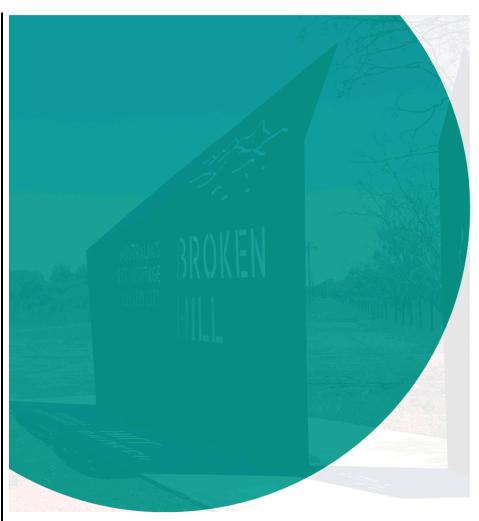
Strategy	Actions	Timing				
	Action	ctions	Short	Medium	Long	Ongoing
3.1. Support and promotion of our local film industry to boost the attraction of Broken Hill to local, national and international industry professionals	3.1.1	Work with Government and Industry to advocate for the establishment of a regional film making hub.			0	
	3.1.2	Promote creative industries through targeted educational programs to inspire employment in the sector.		0		
3.2. Maximisation of the contribution of volunteers to the city's cultural life and support of cultural organisations to maintain self sufficiency	3.2.1	Ensure that the engagement of heritage and museum consultants continues to support volunteer organisations to uphold best practice standards.	0			
	3.2.2	Implement a volunteer strategy that will include a unified approach to volunteers and include recruitment of a diverse range of people as volunteers in the cultural sector.		0		
	3.2.3	Develop a Museums strategy		0		
	3.2.4	Assistance and mentoring is provided to museum volunteers to support collection management, improving the care of the collections held by volunteer organisations	0			
	3.2.5	Provide grant support to volunteer organisations to care for and interpret historic objects and collections				0
	3.2.6	Provide strategic guidance to museums and Council on museum and museum related matters	0			
	3.2.7	Undertake Significance Assessments of objects or collections to documents if, why and how an object or collection is important		0		



Strategy	Assigne	Timing				
	Action	Actions		Medium	Long	Ongoing
3.3. Maximise opportunities to support the employment of people in the arts and cultural sectors	3.3.1	Traineeships and apprenticeships are offered in Council departments to educate, train and provide employment to local people when budget permits.	0			0
	3.3.2	Council maintains a commitment to offer targeted employment opportunities for Aboriginal and Torres Strait Islander people within Council and Cultural services through utilisation of the Elsa Dixon grant funding program.	0			0
	3.3.3	Council's recruitment and HR procedures and policies are reviewed to remove barriers to Aboriginal and Torres Strait Islander participation in Council's workforce.	0			
	3.3.4	Promote and emphasise the existence and active continuous contribution of Aboriginal culture across society to create additional opportunities in the cultural sector.	0			
	3.3.5	Assist in seeking financial assistance for Aboriginal centered cultural planning and programming.				0
3.4. Support and promote the growth of conferences and symposia in the city	3.4.1	Host and support conferences and symposia utilizing various Council infrastructure including Civic Centre, Broken Hill Regional Art Gallery, Broken Hill City Library and precinct, Living Desert and open spaces throughout the city.				0
3.5 Adopt a strategic approach to the development of business in the creative sector	3.5.1	Identify both City and privately owned vacant or under utilised buildings to provide and/or facilitate cooperative performance, work space and hubs for the creative sector and community.		0		
	3.5.2	Partner to identify and address barriers to establishing small to medium arts and cultural businesses in the City.	0			



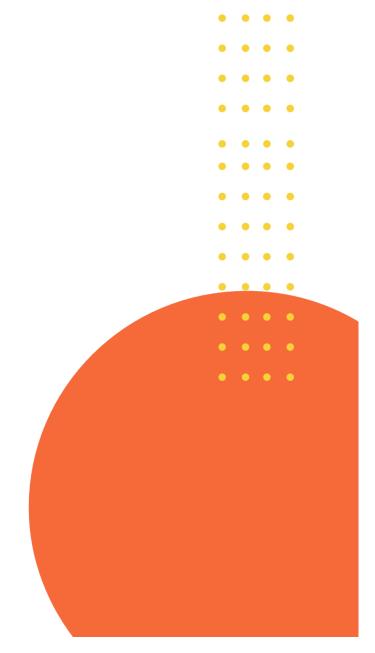
	II		Timing			
Strategy	Action	S	Short	Medium	Long	Ongoing
3.6. Partner to develop programs of significance for arts and cultural practice	3.6.1	Actively encourage sponsorship of Aboriginal artists in cultural arts practice, fine arts, literature, performing arts and music.				0
	3.6.2	Partner to encourage a self-determined approach to the development of programmes for exposure of Aboriginal culture.				0
	3.6.3	Partner to assist the development of historical training and research about Aboriginal culture and life in the Broken Hill area.	0			
	3.6.4	Develop national and state partnerships through targeted MOU programs across all cultural services.		0		
	3.6.5	Actively pursue partnerships with arts and cultural entities in theatre, concerts, music, festivals and other arts or cultural areas with a view to increase the artistic offering of the City to its residents and visitors.	0			
3.6.Partner to develop Research opportunities and capabilities	3.6.1	Engage the academic and scholarly sector to raise the profile of collections and garner support for the city and its inclusion as the first City to be included on the National Heritage Register.				0
	3.6.2	Conduct research that identifies and elevates the significance of Broken Hill's Cultural Collections.		0		
	3.6.3	Seek partnerships with cultural institutions to bring additional opportunities for cultural partnerships and programming to the City.	0			
3.7 Promote and support ecotourism	3.7.1	Engage with providers of ecotourism products and encourage growth and diversity in ecotourism offerings in the region.				0
	3.7.2	Support community groups and Indigenous groups that care for the local environment and seek to interpret it and provide immersive experiences that add diversity for visitors and the community.				0











Public Submission



Submission date: 25 July 2021, 9:26PM

Receipt number: PS-32
Related form version: 3

Please enter your email address if you would like to receive a

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Name of document

Details of submission

Broken Hill Draft Cultural Plan 2021-2040

While the concept of a Cultural Plan is a welcome move for the future of the City I question the validity of the survey from which this draft was shaped.

According to the Broken Hill Cultural Plan Engagement
Outcomes Summary Report only 300 residents or so
responded and, of that number, only 46% said they attended
cultural events, activities or spaces in Broken Hill. 8% did not
even live here. Our population exceeds 17.000 people hence
this survey is unrepresentative. Additionally, both rounds of
the survey were conducted over a little over three weeks
each. This seems to be a very short period considering the
significant extent of the proposed plan for Broken Hill.

It would be extremely risky and undemocratic to formulate a twenty-year Plan on such measly research results. I'm afraid rate payers did not get much value for their money with the commissioned Sydney-based firm (Cred consulting) who basically provided easily attainable information, namely data on our current cultural assets and the make-up of our population (easily obtained from the ABS website). The rest of the consultants' glossy report is unsubstantiated considering it fails to take into account the opinions of the majority of the community.

As an individual who is committed to the artistic and cultural life of Broken Hill in more than one way, I would readily embrace many of the strategies listed in the Draft Cultural Plan. However, my concern is that it might turn out to be a white elephant and perhaps yet another contentious issue among those whose opinion has not been properly sought.

1 of 2

With all respect, I would urge Council to:

- decide on a valid percentage of response rate from the community as the basis of the Cultural Plan development
- employ dedicated Council staff to design and effectively promote a simple survey to collect valid data from the community as to its wants, needs and aspirations for the future of Broken Hill. I would suggest such survey: o checks on whether people are interested in the development of art and culture in the first place with a Yes/No answer.
- o contains no leading questions
- o includes a space for comments
- o is available either online or hard copy
- o is widely distributed through various venues and organisations in the city
- keep the current Draft as reference for the development of a future Draft Cultural Plan reflecting the new research results (should such a Plan be desired by most of the community)
- take its time about making major decisions that will affect the next 20 years. Lifestyle improvements for the community can still be made while the Plan is being soundly considered and developed.

Sincerely,

Supporting documents/files if relevant

Signed:

Name of signatory:

Link to signature

2 of 2

Cultural Plan Input

The Culture of Broken Hill

- Sport
- Bush/outback
- Indigenous
- Border country
- Closer to Adelaide than Sydney (we should really be part of SA ()
- Mining
- Rich history
- Heritage City
- Important centre for outlying towns and settlements shopping, health, legal

<u>Issues</u>

- The various archives are in disarray, no system, no structure (Library, Railway Museum, Silverton Gaol, Synagogue, Mosque)
- Engage an historian for 6 months to set up the various archives professionally, continue with consultancy for two to four visits a year
- Historian to teach volunteer groups how to maintain the archives once organized

Broken Hill, a City of Arts & Culture

- Build on the artistic foundations that already exists
- Create a cultural jewel in the Outback
- Grow existing visual arts with workshops and residencies
- Introduce and expand performing arts
 - Concerts
 - classical music → Adelaide Symphony Orchestra, Australian Chamber Orchestra (does regional classes), Brad Cooper (always includes workshops for schools)
 - o jazz
 - o choirs, eg. Australian Intervarsity Choral Societies, The Idea of North
 - o Theatre
 - Shakespeare → Essential Theatre (a small theatre troupe based in Melbourne that performs Shakespeare in outdoor venues), Melbourne Shakespeare Company, Bells Shakespeare Company (does regional courses), all suitable for intimate venues like the Gallery
 - Tony Knight (Head of Acting at NIDA for 20 years) acting classes for high school students and general public
 - Children's shows The Juicy Orange, a Melbourne based theatre troupe who writes and performs for children, they performed at the Edinburgh Fringe Festival (2019) and had sold out shows at the Adelaide Fringe (2021)
 - University drama students, eg. Federation University, Ballarat, Flinders University, Adelaide, VCA Melbourne

0	Festivals – Writers, Jazz

Venues

- Civic Centre
- Regional Art Gallery would lend itself for smaller, more intimate performances, the acoustics are excellent, the ambience perfect
- Amphitheatre for outdoor performances

Many arts companies reach out to regional areas. It is a matter of establishing connections, creating programs and getting funding.

I see so much potential for Broken Hill with its already thriving arts scene to become a magnet for all forms of artistic expression and draw visitors from all over Australia – and maybe in years to come from overseas, there is hoping – to combine a unique outback experience with some quality artistic

Smaller towns outside the big cities have been very successful in forging a niche for themselves and attracting visitors. Townsville has the Chamber Music Festival, Bendigo has recently established a Chamber Music Festival, there is one in northern Tasmania, the Adelaide Hills have the Ukaria Cultural Centre, the Barossa has Baroque & Beyond, and there would be many more that I am not aware of. Why not add Broken Hill to the list? Shakespeare in the Bush instead of Shakespeare in the Vines.....

Think big, start small, let it grow.



Comments on Broken Hill Cultural Plan 2021 -2040 Submitted by Landcare Broken Hill

A key piece of cultural infrastructure that is not mentioned in the twenty-year plan is a much-needed Heritage and Environment Centre. Such a facility would not only strengthen cultural tourism in this city but also provide a much-needed focus for the community to learn about our rich natural and cultural heritage. Working collaboratively local community groups would be able to display and interpret the unique assets of the region. By adaptive reuse of a high visibility heritage building, such as the old Police Station in Argent St, it would embody the heritage values that we seek to highlight. Providing such a tourism drawcard would bring economic benefits to the city as well. An outline of the proposal for a Heritage and Environment Centre for Broken Hill was forwarded by Landcare Broken Hill on 27^{th} November 2020 to the consultants appointed to prepare the Cultural Plan.

The importance of our natural heritage in defining our cultural identity and sense of place is acknowledged in the report but not adequately addressed in the Strategy. The Regen Belt for instance is a critical component of the listing of the City on the National Heritage List, not only for its environmental value but also for the social implications of the mining companies and community working together and the innovative approach to land rehabilitation. The Arboretum too is an environmental asset but has educational value in teaching visitors about our vegetation and encouraging the community to grow hardy natives. It provides a place to collect seed and to sit and read or perhaps to paint.

If the visitor experience is to be enhanced and the city promoted as a major regional cultural destination then exhibitions, workshops, and walks that highlight our natural environment are vital too and need to be supported. Ecotourism is an important and growing market. Council should actively support community groups and Indigenous groups that care for our local environment and seek to interpret it and provide immersive experiences that add diversity for visitors and the community. In the Actions Plan (p24) Spaces and Places—2.1.4 only the Living Desert is specifically mentioned for increasing visitation and this should be expanded to include other key areas that show off our natural environment like the Sundown Trail and the Arboretum. As well, interpretive signage at the Regen Belt should be increased as there is a fascinating story to tell in this groundbreaking revegetation project. In 2.1.2 the cultural offering at the airport should include indigenous plantings that reflect our local landscape and give a 'sense of place' to newly arrived visitors.

Our street trees too are an important cultural asset that need to be recognised as such and appropriate strategies identified in the cultural plan for their protection, management and enhancement that reflects our local environment.

In the **Broken Hill Cultural Plan Background Report** Collections section on page 46 there is an implied and unfair criticism of the community groups and private individuals that currently look after a vast array of historical data and artefacts relating to the Broken Hill region. The description of the Council's Art Gallery and Albert Kersten Mining and Minerals Museum collections in this section is positive and glowing yet that of the community groups and private individuals has nothing positive to say about the wonderful work they have

done in saving much of our historical and geological memorabilia from being lost, often at a huge personal cost in the purchase and protection of the items. Amongst these groups, were it not for the many decades of laudable conservation work by the Broken Hill Historical Society, the Barrier Field Naturalists' Club and the Broken Hill Family History Centre, to name but three, the wealth of cultural offering in the City would be so much the poorer. Instead in this section of the report the only comment on private collections relates to the risk of these cultural items 'being lost or damaged by being stored in less than ideal conditions'. Obviously whilst any strategy that improves their preservation is beneficial and should be welcomed it is only fair to acknowledge the foresight these people have had in saving the items in the first place, and in many cases presenting their collections for others to study and enjoy.

We would like to see the Cultural Plan providing further actions that support these collections and displays. As mentioned in the report 'With limited resources and capacity and a declining rate base the Council needs to work in close partnership with... the community...and other stakeholders to deliver sustainable outcomes.' One critical strategy to address this issue is for the City to partner with the custodians of these private and community collections by facilitating and supporting their access to grant funding, rather than being a competitor for the same funding. Adopting a holistic approach to all the City's cultural assets, both public and private would lead to a more co-ordinated, co-operative and sustainable future for the City's culture.

We would recommend inserting the following Actions into the Cultural Plan:

- 1.8 Proactively and collaboratively support private and community custodians of cultural assets, by partnering with their efforts to access funding from public and private providers.
- 3.3 Support, in a collaborative fashion, private and community custodians of cultural assets, being both collections and heritage buildings, by facilitating and proactively assisting access to grant funding from both public and private sources.

Submitted by

Landcare Broken Hill

ORDINARY MEETING OF THE COUNCIL

July 29, 2021

ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 154/21

SUBJECT: ADOPTION OF DRAFT LIBRARY POLICIES 12/14

Recommendation

- 1. That Broken Hill City Council Report No. 154/21 dated July 29, 2021, be received.
- 2. That Council notes that nil public submissions were received during the public exhibition period for the Draft Library Policies.
- 3. That Council adopts the draft Library Computer and Internet Access Policy, draft Library Membership Policy and draft Library Policy as Policies of Council.
- 4. That Council notes that the adoption of the draft Library Policies will render the current Library Policy (2009) obsolete and will be removed from use.

Executive Summary:

The current Library Policy is outdated. The draft Library Computer and Internet Access Policy, draft Library Membership Policy and draft Library Policy will supersede the current Library Policy (2009). The new draft policies have been separated into individual policies to address the different service deliveries of the Library.

These draft policies have been developed as planning tools to give direction and focus that is consistent with the Library's overall direction, goals and objectives. The principles behind these Policies are guided by professional industry standards and guidelines.

The draft Library Computer and Internet Access Policy, draft Library Membership Policy and draft Library Policy were endorsed by Council for the purpose of public exhibition at Council's Ordinary Meeting held 28 July 2021 (Minute No. 46595).

The draft Policies were placed on public exhibition for a period of 28 days concluding at midnight on 27 August 2021, during which time Council received nil submissions from the public.

The draft Library Computer and Internet Access Policy, draft Library Membership Policy and draft Library Policy are now presented to Council for consideration of adoption.

Report:

Broken Hill Library was the first free public Library in New South Wales and opened in 1906. The current building that houses the Broken Hill City Library was opened in 1964 and was named the Charles Rasp Memorial Library.

The Broken Hill City Library Service, herein referred to as 'the Library', seeks to provide free accessible and high-quality service to our community through providing the vehicle for ideas, information, resources, facilities, programs and services; and vibrant, valued spaces to help our community discover, connect, learn and grow.

The Library operates a single service point within the City of Broken Hill. The Library is responsible for delivery of the Library service to the community of Broken Hill, through the Broken Hill City Library, Broken Hill Outback Archive, Home Library service and the Outback Letterbox Library service.

- The Outback Letterbox Library service, funded by the Library Council, NSW State Library New South Wales, services the outlying areas of the Far West and Unincorporated areas of NSW.
- The Broken Hill Outback Archives, herein referred to as 'the Archives' seeks to serve
 the community through the acquisition, cataloguing, classification, preservation and
 provision of access to a well organised and balanced collection reflecting Broken Hill
 and surrounding regions' heritage.
- The Home Library service is a free delivery service to residents in Broken Hill who
 may not be able to visit the Library. This may be due to infirmity, illness, disability,
 and age.

The Library provides a range of services:

- Prompt, courteous and efficient service by approachable and non-judgmental staff.
- A welcoming and safe environment.
- Free and equal access to resources and services to all individuals and groups within the community, in accordance with the NSW Library Act 1939.
- A range of Library resources and services tailored to the needs of each community.
- Library information resources which are relevant and up to date.
- Access to a range of information technologies, including public computers, internet access, Wi-Fi and electronic resources.
- Access to staff with professional expertise and knowledge.
- Provision of assistance to people who need adaptive technology and different media to enable them to use the full range of Library services and facilities.
- Confidentiality in accordance with the NSW privacy legislation.
- Have suggestions and comments about the Library service welcomed.

1. Draft Library Computer and Internet Access Policy

The draft Library Computer and Internet Access Policy details the framework for Broken Hill Council's (Council) provision of Library services to the community and residents of the Broken Hill Local Government Area (LGA).

The draft policy applies to the use of the internet from public access computers at Broken Hill City Library.

The objective of the draft policy is to:

- Ensure fair and equitable access to the Internet as an information resource.
- Establish guidelines for acceptable use of the Internet within the Broken Hill City Library.
- Ensure the safety and integrity of Broken Hill City Council's information technology network.

Use of wireless Internet access on personal mobile devices within in the Library is subject to the same principles of appropriate use.

2. <u>Draft Library Membership Policy</u>

This draft policy applies to all individuals and organisations wishing to be members of the Broken Hill City Library.

Council recognises the essential service that the Library provides, and that the community are entitled to free and equal access to resources and services to all individuals and groups within the community, in accordance with *the NSW Library Act 1939*.

The objective of the draft Library Membership Policy is to outline the various requirements of membership, categories of memberships and the conditions for each of the memberships.

This draft policy includes new membership categories:

- Independent Young Adult membership (for people under 18). People aged 14-18 years
 who are living independently of a parent/guardian are eligible for the Independent Young
 Adult membership. A Centrelink issued health benefit card should/can be used as
 evidence of independent living and may also be used as further evidence of a person's
 address.
- <u>Unattached membership</u> for people who are unable to provide proof of address such as our homeless customers, who can provide ID of some kind but not a fixed address.
 Cards are valid for six months with a loan limit of two items and full access to public computers etc.

This draft policy also alters the conditions of **visitor membership** from payment fee to a no fee with limited membership privileges.

3. Draft Library Policy

The draft Library Policy is one of the key strategic documents which underpins the management of the Broken Hill City Library. The draft Library Policy will supersede the Library Policy 2009.

The draft Library Policy details the framework for Broken Hill Council's (Council) provision of Library services to the community and residents of the Broken Hill Local Government Area (LGA).

The purpose of this draft policy is:

- To inform Library staff and the public of the operations policy of the Broken Hill City Library.
- To detail access and conditions that apply to the Library and its collections.
- To outline the service delivery standards and requirements of the Library.

This draft policy applies to users of the Library services.

In accordance with the *Local Government Act 1993* any new or reviewed policies require public exhibition for a period no less than 28 days following which all submissions should be considered and the policies be either amended, adopted or rejected.

The draft Library Computer and Internet Access Policy, draft Library Membership Policy and draft Library Policy were placed on public exhibition for a 28-day period concluding 27 August 2021, during which time Council received nil submissions.

The draft Policies are now presented to Council for consideration of adoption.

Community Engagement:

The draft Library Computer and Internet Access Policy, draft Library Membership Policy and draft Library Policy were placed on public exhibition for a 28-day period concluding 27 August 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 within its legal framework

Key Direction:	1	Our Community
Objective:	1.3	Our history, culture and diversity is embraced and celebrated
Strategy: 1.3.4		To facilitate lifelong learning via access to books, learning
	1	resources and other information

Relevant Legislation:

- Local Government Act 1993
- Library Act 1939
- Library Regulation 2018
- Copyright Act 1969 (Commonwealth)
- Children and Young Persons (Care and Protection) Act 1998
- NSW Privacy and Personal Information Protection Act 1998

Financial Implications:

Nil there are no financial implications to develop these policies.

Attachments

- 1. J Draft Library Computer and Internet Access Policy
- 2. U Draft Library Membership Policy
- 3. J Draft Library Policy

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL GENERAL MANAGER



LIBRARY COMPUTER AND INTERNET ACCESS POLICY - DRAFT

QUALITY CONTROL			
EDRMS REFERENCES	18/141 – D21/11993		
RESPONSIBLE POSITION	Library Coordinator		
APPROVED BY	Director Corporate		
REVIEW DATE		REVISION NUMBER	
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
28 July 2021	Public Exhibition	4659	5

1. INTRODUCTION

The Broken Hill City Library Computer and Internet Access Policy details the framework for Broken Hill Council's (Council) provision of Library services to the community and residents of the Broken Hill Local Government Area (LGA).

The objective of the policy is to:

- Ensure fair and equitable access to the Internet as an information resource.
- Establish guidelines for acceptable use of the Internet within the Broken Hill City Library.
- Ensure the safety and integrity of Broken Hill City Council's information technology network.

Council is committed to providing the community with free access to information that addresses the educational, cultural and recreational needs in a safe and welcoming environment.

The Broken Hill City Library, herein referred to as 'the Library', seeks to provide free, accessible and high-quality service to our community through providing the vehicle for ideas, information, resources, facilities, programs, services and vibrant, valued spaces to help our community discover, connect, learn and grow.

2. POLICY OBJECTIVE

This Policy has been developed as a planning tool to give direction and focus that is consistent with the Library's overall direction, goals and objectives. The principles behind this Policy are guided by professional industry standards and guidelines.

3. POLICY SCOPE

This Policy applies to the use of the internet from public access computers at Broken Hill City Library.

Use of wireless Internet access on personal mobile devices within in the Library is subject to the same principles of appropriate use.

Draft Library Computer and Internet Policy

Page 1 of 6

4. POLICY STATEMENT

4.1 Principles

Broken Hill City Library is committed to serving the information and recreation needs of the community.

The Library provides a welcoming environment, including free public access to the internet to support lawful:

- Access to information and services;
- · Access to recreational material;
- Avenues for community engagement and participation.

4.2 Access

4.2.1. General

Access to the Internet is free of charge to those visiting the Broken Hill City Library.

The Library does not have control over information available on the Internet and does not accept responsibility for accuracy of information or for any consequences that arise from use of that information.

The Broken Hill City Library does not practice censorship control over the information available on and through the internet and therefore cannot be held responsible for its content and use. Censorship issues are the domain of Federal and State Governments.

The Library supports the safe, smart and responsible use of technology.

As some Internet sources may cause offence to some people, users are asked to be sensitive to the values and beliefs of others when displaying information or images on computer screens that are located in public areas.

The Library does not guarantee availability of the Internet or Internet sites at any time, nor is the Library responsible for technical difficulties or loss of data resulting from delays or service interruptions.

All public access computers have filtering software in accordance with Council policy, which limits access to inappropriate or offensive materials.

However, the Library cannot guarantee that the filtering software will block all offensive material to which users may gain access, or can the Library guarantee that the filtering software will not restrict access to sites that may have legitimate research or other value. Library staff, in collaboration with Council's IT staff will endeavour to provide access to legitimate sites that are blocked.

Library staff will assist with basic instruction in the use of Library computers and technology; however, it is not the role of Library staff to offer detailed assistance or tuition.

Visitors to the Library may obtain a guest ticket from staff and can book a computer for up to 60 minutes per day.

Library members who have overdue items, outstanding fees or other Library infringements on their membership record will not be allowed access by their membership card to the public access computers until the infringement is cleared.

The internet will be available during Library open hours. Time restrictions of one hour per session may apply to provide equitable access.

Library clients can book up to a set number of hours, according to availability and demand. Time restrictions of one hour per session may apply to provide equitable access.

Priority computers are for users who have a disability and users may be moved at short notice for these users.

Bookings will be automatically cancelled and allocated to the next customer in the queue if the customer does not login within 10 minutes of the scheduled time.

All computers will be shut down 10 minutes prior to the Library's advertised closing time.

Headphones must be used when accessing sites with sound features.

Printing is available via only on paper supplied by the Library. Printing is also available via personal devises the Library remote printing app. There are charged for printing.

4.2.2. Children

The Library promotes and supports young people's access to information including electronic information through its internet facilities.

Parents and guardians are responsible for their children's access to Library resources, including electronic information.

It is the responsibility of parents, guardians and carers to determine and monitor their children's internet and computer use. Children under the age of 18 years must have the consent of their parent or guardian before using Library computers to access the Internet unless they have independent membership status.

Parents and guardians are encouraged to work with their children in using the Internet. Library staff are available to assist with children's information and access needs; however, the Library does not accept responsibility for monitoring their Internet access.

To help create a child friendly Junior area at the Broken Hill City Library there are Public computers reserved for children and/or carers.

4.3 Inappropriate Use

Users may not access the Library's Internet facilities to transmit materials and/or statements

- Illegal, fraudulent, criminal or anti-social (intimidation, harassment, bullying) or part of any unlawful activity.
- Slanderous, libellous or defamatory.
- Offensive, obscene, pornographic or in bad taste.
- Abusive or threatening of violence.
- · Incitement to break the law.
- Harassment based on age, sex, race, disability or other protected status.
- Anonymous or repeated messages designed to threaten, annoy or torment.
- Modification of library software, settings including running, removing or copying software on Library computers is forbidden.

- Modification of library hardware including interfering with or altering the physical electronic equipment.
- Damage to equipment, software or data belonging to other customers.
- Unauthorised copying of copyright-protected material or infringement of licence agreements.
- The violation or attempted violation of any computer networks system security.
- Damage to or theft of library resources.
- Refusal to vacate an internet Personal Computer (PC) when a booking has expired, and access is required by another user.

Council may be under obligation to provide internet logs to law enforcement to investigate internet usage where there may be a reasonable suspicion of illegal use.

The responsibility for online content rests primarily with the content provider and the Internet

4.4 Copyright

Users are responsible for complying with international and federal laws protecting copyrighted material and software licencing requirements when accessing, printing or downloading material.

The Library has no liability or responsibility resulting from copyright infringement by users.

When printing or downloading material from the Internet, users should refer to and comply with any copying directives given by the author of the material.

4.5 Privacy

The Library respects users' rights to privacy and does not monitor information or sites accessed by clients. However, the Library may be required to provide Internet logs to officers legally empowered to investigate use of the Internet where there are reasonable grounds for that officer to suspect illegal use.

4.6 Security

Security in the online environment cannot be guaranteed and Internet users are warned that all Internet transactions and communications are vulnerable to unauthorised use. The Library does not recommend using public access computers for purchasing, banking or other financial transactions. Users are advised to log out of services and refrain from entering sensitive information, such as tax file numbers and banking details, while using Library facilities.

The Library does not take any responsibility for any loss of work undertaken on supplied public access computers and saved to removable storage devices such as thumb drives or mobile devices.

4.7 Downloading

Downloading files and copying them to an external storage device is permitted, providing executable software is not opened on the hard drive of public access computers. Note that files are not retained on public access computers.

The Library does not take any responsibility for any loss of work or corruption of client's data undertaken on supplied public access computers while they are using the computers or for any inconvenience or loss arising from technical problems.

4.8 Electronic Communication and Interactive Networking

Users are permitted to access email, web-based games, chat and social networking services, but must observe the Library's policy on inappropriate use of public access computers.

4.9 Wireless Access

Wireless Internet access is available from the Library for use by anyone with an Internetenabled mobile device. The Library is not responsible for the security of communication over the wireless network.

Where Library customers or visitors are using their own internet-enabled device, appropriate use of the device is governed by the principles of this policy.

4.10 Fees and Charges

The Library provides free access to the Internet, including electronic communication services, as part of its mission in meeting the information needs of the community. This complies with Section 10 of the NSW Library Act 1939, which states that:

'Any person (whether or not a member of the Library) is entitled free of charge access to any book of the Library and to any information forming part of the information service of the Library for use on Library premises'.

There will be a charge for any printing done at the standard rate levied for copying from computers.

4.11 Infringement of Conditions of Use

Users who do not comply with the Library's conditions of use may be asked to leave the Library or may be banned by the General Manager under Section 17 of Library Regulation 2018

Council may be under obligation to provide internet logs to law enforcement to investigate internet usage where there may be a reasonable suspicion of illegal use.

5. IMPLEMENTATION

5.1 Roles and Responsibilities

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

- · Library Coordinator
- Library Staff
- General Manager
- Council

5.2 Communication

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

6. ASSOCIATED DOCUMENTS

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

- Broken Hill City Council Privacy Management Plan.
- Broken Hill City Council Privacy Policy.

7. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections or as required to ensure that it meets legislation requirements and the needs of the community and Council. The responsible Council officer will be notified of the review requirements three months prior to the expiry of this policy.

The Library Coordinator is responsible for the review of this policy.

8. LEGISLATIVE AND LEGAL FRAMEWORK

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

- Local Government Act 1993
- Library Act 1939
- Library Regulation 2018
- Copyright Act 1969 (Commonwealth)
- Children and Young Persons (Care and Protection) Act 1998
- NSW Privacy and Personal Information Protection Act 1998

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



LIBRARY MEMBERSHIP POLICY - DRAFT

QUALITY CONTROL			
EDRMS REFERENCES	18/141 – D21/11730		
RESPONSIBLE POSITION	Library Coordinator		
APPROVED BY	Director Corporate		
REVIEW DATE		REVISION NUMBER	
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
28 July 2021	Public Exhibition	46595	

1. INTRODUCTION

The Library Policy details the framework for Broken Hill Council's (Council) provision of Library services to the community and residents of the Broken Hill Local Government Area (LGA).

Council is committed to providing the community with free access to information that addresses the educational, cultural and recreational needs in a safe and welcoming environment.

Broken Hill Library was the first free public Library in New South Wales and opened in 1906. The current building that houses the Broken Hill City Library was opened in 1964 and was named the Charles Rasp Memorial Library.

The Broken Hill City Library Service, herein referred to as 'the Library', seeks to provide free accessible and high-quality service to our community through providing the vehicle for ideas, information, resources, facilities, programs and services and vibrant, valued spaces to help our community discover, connect, learn and grown.

This Policy has been developed as a planning tool to give direction and focus that is consistent with the Library's overall direction, goals and objectives. The principles behind this Policy are guided by professional industry standards and guidelines.

2. POLICY OBJECTIVE

The objective of the Library Membership Policy is to outline the various categories of memberships and the conditions for each of the memberships.

3. POLICY SCOPE

This Policy applies to all individuals and organisations wishing to be members of the Broken Hill City Library.

Draft Library Membership Policy

Page 1 of 8

4. POLICY STATEMENT

Library membership is free, available to residents who work, live or study in Broken Hill and surrounding region and entitles the member to borrow items and access all Library services and facilities at the Library upon presentation of adequate proof of identity and residential address. Library members must provide their Library card to borrow.

Broken Hill City Library operates under the NSW Library Act, 1939 and associated regulations.

A person wishing to become a member of the Library must:

- Provide suitable proof of identification that displays the applicants name and current address.
- If persons are under 18 years of age, the signature of a parent or guardian is also required, unless persons have official independent status.
- Agree to accept responsibility for materials borrowed and to abide by the Library code of conduct.
- Sign the membership card as proof of that agreement.
- Undertake to comply with the provisions of this policy and any other policy adopted by Council and/or the Library.
- Agree to the terms and conditions for membership.

Personal information required on the membership application is subject to the *Privacy and Personal Information Protection Act 1998*. Further information on Library membership is available on Council's website or at the Broken Hill City Library.

4.1 Categories for Membership

4.1.1. Adult Membership

Adult members 18 years or older, are eligible for full membership of the Library if they live work or attend school in Broken Hill or surrounding regions.

Individuals may join the Library online as an online member and access online resources but must show proof of identity with name and current address before being issued with a card and borrowing Library materials.

Adult memberships expire after three years from last date of issue.

Interstate visitors who are in the City of Broken Hill for more than six [6] weeks and anyone who visits or works in the area on a regular basis may join the Library as a member. Identification with current Broken Hill address is required to obtain Library membership.

4.1.2. Online Membership

Online members are entitled to access e-Library resources, including eBooks and eAudio books, online resources, and downloadable resources.

Online members must show proof of identity with name and current address before being issued with a Library card and borrowing physical Library materials.

Once users turn 18, they revert to an Adult membership.

4.1.3. Junior Membership

People under 14 years must be registered by an adult guarantor who is responsible for their borrowed items and any fees. A child may have two cards (with different addresses) if either parent desires e.g. in cases of separation or divorce.

There are two junior memberships available, which are marked and signed by the guarantor/parent, the first

• to restrict Internet and computer access.

and the second,

• to allow Internet and computer access at the Library.

In addition to the consent form the parent/guardian will be required to show proof of identity with name and current address.

If a young person is joining without their parent or guardian present, they will need to provide a signed permission letter together with copies of the parent/guardian proof of identity of name, current address and signature.

A young person who can demonstrate they are living independently will need to apply for an Independent Youth Membership. Adult terms and conditions apply.

4.1.4. Young Adult Membership

People between 14-18 years must be registered by an adult guarantor who is responsible for their borrowed items and any fees. A child may have two cards (with different addresses) if either parent desires e.g. in cases of separation or divorce.

There are two youth memberships available, which are marked and signed by the guarantor/parent, the first to:

- Restrict Internet and computer access; and
- The second to allow Internet and computer access at the Library.

In addition to the consent form, the parent/guardian will be required to show proof of identity with name and current address. If a young person is joining without their parent or guardian present, they will need to provide a signed permission letter together with copies of the parent/guardian proof of identity of name, current address and signature.

A young person who can demonstrate they are living independently will need to apply for an Independent Youth Membership. Adult terms and conditions apply.

4.1.5. Independent Young Adult Membership (for people under 18)

People aged 14-18 years who are living independently of a parent/guardian are eligible for the Independent Young Adult membership. A Centrelink issued health benefit card should/can be used as evidence of independent living and may also be used as further evidence of a person's address. Adult membership terms and conditions apply.

4.1.6. Institutional Membership

Institutions / community groups (examples include community organisations, such as nursing homes, playgroups, pre-schools, primary and high schools) based in the City of Broken Hill and surrounding regions are eligible for an institutional membership.

Membership cards are issued on a January to December, calendar year basis. Membership maybe renewed. Schools may hold multiple memberships, but there must be a contact person for each membership held.

Membership forms must be signed by the Manager or Principal of the organisation or school. The Manager or Principal accepts responsibility on behalf of the organisation or school for the material borrowed on one or more cards held by the organisation or school. In the case where multiple memberships are held, the Principal or Manager signs off on each membership.

It is the responsibility of the organisation to keep track of borrowed material and to ensure that it is returned to the Library on time.

The Library reserves the right to suspend borrowing rights or membership at any time during the year if material is not returned on time.

All material must be returned by the end of December in any given year before membership can be renewed. Confirmation of contact person must be provided and confirmed before membership is renewed or issued.

A list of all outstanding items can be provided in advance on request.

4.1.7. Visitors Membership

Applies to international, interstate, and other NSW residents.

Any person who is a member of another New South Wales public Library signatory to the Reciprocal Borrowing Agreement, are entitled to borrow two books free of charge at one time, upon production of a valid Library membership card and be registered as a Visitor member in the Library management system using their current Library card. No charges apply.

For interstate visitors and other NSW residents not signatory to the Reciprocal Borrowing Agreement are entitled to register as a member provided a membership fee and refundable deposit pursuant to the current Schedule of Fees and Charges has been paid.

The usual proof of name and permanent address applied as per the general membership. People applying for Visitor membership can show the following types of identification:

- Passport;
- Australian/International driver's licence;
- Hotel bill or lease/rental receipt; or
- Letter from the person/s with whom they are residing.

These members may borrow online resource, as well as a maximum of two physical items at any time. They can also make internet bookings with their card. Membership is valid for six months only.

4.1.8. Unattached Membership

Membership for adults who reside in Broken Hill but do not have a permanent address

(i.e. homeless) or are unable to provide proof of address. These members scan provide ID of some kind such as Centrelink card but not a fixed address. Cards are valid for 12 months with a loan limit of 2 items, they may borrow online resources, as well use Library services such as online resources, public computers.

Membership is valid for 12 months.

4.1.9. Home Library Service Membership

Membership provides free delivery of Library materials to people living in the City of Broken Hill who cannot physically visit the Library themselves due to illness, frailty or disability and have no-one in their household to visit the Library for them.

Individuals are also eligible if they are temporarily housebound. This service is also available to full time carers.

A person requesting this service must have a genuine need for the service. An individual may be referred by a Health Care professional. All requesters will be interviewed by a Library staff member.

A medical certificate may be required for this service.

4.1.10. Outback Letterbox Library Membership

Membership is open to residents of the Far West and Unincorporated area of NSW and who live more than 100 kms from Broken Hill. Identification with current address is required to obtain Library membership.

Library membership in the appropriate categories apply ie Adult, Youth, Junior, etc.

4.2 Terms of Memberships

All memberships except the visitor and Institutional memberships are valid for 36 months.

All Applicants must agree to comply with Library policies and conditions. Users also agree to comply with the Library's conditions of use under section 17 of Library Regulation 2018. Failure to comply may result in the suspension of membership rights and privileges.

4.3 Registration Requirements

Intending Library members can register online or at the Library at the front desk or by using any of the public PC's.

To register as a member, current proof of name and home address is required. The only exception is Online membership.

4.4 Acceptable Forms of Identification for Proof of Residence

Applicants are required to provide one form of identification, which must show the name and current address of the applicant.

Acceptable forms of identification must be current and may include:

- Driver's Licence.
- · Council rates notice.
- Official rent receipt/lease agreement.
- Telephone, gas, electricity or utility account Financial institution statement.
- Concession card [Government Issue].
- Motor Vehicle Registration.
- Electoral Roll Notification form.

4.5 Updating Membership Details

Customers must notify the Library of any changes to membership information, including name, address, email, or telephone numbers. Library members can do this in person, or by email. Proof of changes in name or address must be given.

Membership details will be updated, and membership renewed every three years, the only exceptions being:

- -visitor (6 months) and institutional membership (calendar year)
- -unattached membership (12 months).

4.6 Cancellation/Suspension of Membership

All Applicants must agree to comply with Library policies and conditions as well as Library conditions of use under Section 17 of Library Regulation 2018. Failure to comply may result in the suspension of membership rights and privileges.

Library items that are overdue, damaged, lost or stolen will be subject to fees as outlined in Council's Schedule of Fees and Charges. Membership privileges will be suspended until the matter is resolved to the satisfaction of the Library Coordinator or fees are paid in full.

In the event of a Library customer refusing to pay any of the fees and charges authorised under the *Local Government Act 1993, (Section 608)* and regulations made thereunder, or any other relevant legislation, his or her membership may be withdrawn. Library customers not abiding by any Library policy or the NSW Library Regulation 2018 may have their membership withdrawn or may be debarred from borrowing.

People whose membership has been cancelled can still enter the Library and use materials but not borrow.

A member of Library may request cancellation of their membership or that of individuals who they act as parent/guardian. In these cases, membership will be cancelled provided that any outstanding items on loan have been returned and fees/charges owing have been settled.

4.7 Exclusion from the Library

Library customers failing to comply with any Library policy or relevant legislation have membership privileges suspended and may be banned from the Library for a period determined by the General Manager of the Broken Hill City Council in accordance with the *Library* Act and the NSW Library Regulation 2018, Section 17.

Council is aware of its privacy obligations and seeks to maintain high standards of protection of member information.

5. IMPLEMENTATION

5.1 Roles and Responsibilities

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

- · Library Coordinator
- · Library Staff
- General Manager
- Council

5.2 Communication

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

6. ASSOCIATED DOCUMENTS

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

- Schedule of Fees and Charges;
- Council Privacy Management Plan.

7. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council. The responsible Council officer will be notified of the review requirements three months prior to the expiry of this policy.

The Library Coordinator is responsible for the review of this policy.

8. LEGISLATIVE AND LEGAL FRAMEWORK

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

- Local Government Act 1993
- Library Act 1938
- Children and Young Persons (Care and Protection) Act 1998
- NSW Privacy and Personal Information Protection Act 1998
- Library Regulation 2018

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

9. DEFINITIONS

Guardian Means, the legal guardian of the child or the person who has custody or control of the child but does not include a person providing children's services.

Member Means any user who has fulfilled the requirements for membership of the Library and has a current membership card.



LIBRARY POLICY -DRAFT

QUALITY CONTROL			
EDRMS REFERENCES	18/141 – D21/11729		
RESPONSIBLE POSITION	Library Coordinator		
APPROVED BY	Director Corporate		
REVIEW DATE		REVISION NUMBER	2
EFFECTIVE DATE	ACTION MINUTE NUMBER		
28 July 2021	Public Exhibition 46595		

1. INTRODUCTION

The Broken Hill City Library Policy is one of the key strategic documents which underpins the management of the Broken Hill City Library.

Broken Hill Library was the first free public Library in New South Wales and opened in 1906. The current building that houses the Broken Hill City Library was opened in 1964 and was named the Charles Rasp Memorial Library.

The Broken Hill City Library Service, herein referred to as 'the Library', seeks to provide free accessible and high-quality service to our community through providing the vehicle for ideas, information, resources, facilities, programs and services; and vibrant, valued spaces to help our community discover, connect, learn and grown.

The Library operates a single service point within the City of Broken Hill. The Library is responsible for delivery of the Library service to the community of Broken Hill, through the Broken Hill City Library, Broken Hill Outback Archive, Home Library service and the Outback Letterbox Library service.

- The Outback Letterbox Library service, funded by the Library Council, NSW State Library New South Wales, services the outlying areas of the Far West and Unincorporated areas of NSW.
- The Broken Hill Outback Archives, herein referred to as 'the Archives' seeks to serve
 the community through the acquisition, cataloguing, classification, preservation and
 provision of access to a well organised and balanced collection reflecting Broken Hill
 and surrounding regions heritage.
- The Home Library service is a free delivery service to residents in Broken Hill who may
 not be able to visit the Library. This may be due to infirmity, illness, disability and age.

2. POLICY OBJECTIVE

This Policy has been developed as a planning tool to give direction and focus that is consistent with the Library's overall direction, goals and objectives. The principles behind this Policy is guided by professional industry standards and guidelines.

3. POLICY SCOPE

The purpose of this policy is:

- To inform Library staff and the public of the operations policy of the Broken Hill City Library.
- To detail access and conditions that apply to the Library and its collections.
- To outline the service delivery standards and requirements of the Library.

This Policy applies to users of the Library services.

4. POLICY STATEMENT

The Broken Hill City Library service is underpinned by the following professional values.

 The Australian Library and Information Association's (ALIA) Statement on 'Free Access to Information (2015)' states:

'That freedom can be protected in a democratic society only if its citizens have unrestricted access to information and ideas.'

The ALIA

'believes that Library and information services have particular responsibilities in supporting and sustaining the free flow of information and ideas, resisting attempts by individuals or groups within their communities to restrict access to information and ideas'.

- Collection material should not be rejected on the grounds that its content is controversial or likely to offend some sections of the Library's community.
- A publication that has not been subjected to legal restriction or prohibition will not be
 excluded from the collection on moral, political, racial or religious grounds alone
 whatever the pressure that may be brought to bear by individuals or groups.
- The ALIA Statement on Professional Conduct (2007) states:
 - 'People engaged in Library and information services are members of a profession committed to intellectual freedom and the free flow of ideas and information'.
- The Library Council of NSW guideline, 'Access to Information' in New South Wales Public Libraries (2008) states:
 - 'Public libraries have a role as an unbiased source of information and ideas, including online content. It must accept responsibility for providing free access to materials and information presenting, as far as possible, all points of view on current and historical issues, including controversial issues.'
- Public Libraries acknowledge the democratic rights of individuals to freely pursue their own information interests. This view is articulated in the UNESCO Public Library Manifesto (1994) which states:
 - 'Constructive participation and the development of democracy depend on satisfactory education as well as on free and unlimited access to knowledge, thought, culture and information'.
- The user's right to privacy with respect of the use of the Library or its materials is fully recognised and guarded within the provisions of the Library Act of New South Wales 1939 and amendments.
- The Library supports the United Nations Sustainable Development Goals.

4.1 Library Services

Council recognises the essential service that the Library provides and that the community are entitled to:

- Prompt, courteous and efficient service by approachable and non-judgemental staff
- A welcoming and safe environment.
- Free and equal access to resources and services to all individuals and groups within the community, in accordance with the NSW Library Act 1939.
- A range of Library resources and services tailored to the needs of each community.
- Library information resources which are relevant and up to date.
- Access to a range of information technologies, including public computers, internet access, Wi-Fi and electronic resources.
- Access to staff with professional expertise and knowledge.
- Provision of assistance to people who need adaptive technology and different media to enable them to use the full range of Library services and facilities.
- Confidentiality in accordance with the NSW privacy legislation.
- Have suggestions and comments about the Library service welcomed.

4.2 Code of Conduct

All users of the Library service are required to observe the Library Code of Conduct rules and abide by the *Library Act 1939 and Library Regulation 2018*.

4.3 Library Objectives

- To provide the community with a Library service that is free, equitable, accessible, safe, cost effective and efficient.
- To provide access to a current and relevant collection which meets community needs.
- To provide physical facilities that are attractive, designed for efficiency and sustainability, flexible and functional and which will serve the identified needs of the community.
- To provide a Library service to those people who cannot reach the physical Library facility.
- To provide the community with a range of programs and activities to enhance community engagement.
- To strive for excellence in customer service and to ascertain Library customer satisfaction or dissatisfaction with Library services.
- Membership is free, available to residents and entitles the member to borrow items and access all Library services and facilities at the Library.
- Applications for membership can be made online or in person, upon
 presentation of suitable proof of identification that displays the applicant's name
 and current address.
- Personal information required on the membership application is subject to the Privacy and Personal Information Protection Act 1998. Further information on Library membership is available on Council's website or at the Library.

4.4 Collection Development

The criteria for the selection of Library materials follows professional standards as defined by the ALIA.

4.5 Access to Resources

The role of Library staff is to guide and assist customers in finding and accessing resources appropriate to particular interest and needs.

The catalogue of the Library Service is available online allowing users to access the collections of the Library.

The Library's general collection may contain publications that have been classified `Unrestricted' and films classified 'G' (General), 'PG' (Parental Guidance), 'M' or 'MA' (Mature) or 'R' (Restricted) in accordance with the Classification Publications, Films and Computer Games Act 1995 (Commonwealth). DVDs classified 'MA' and 'R' cannot be borrowed by Junior Library members. All other resources are available to all persons without restriction. It is the responsibility of parents or guardians, not Library staff, to make a final decision as to what is suitable for their child.

Member services are also available through the online Library catalogue.

The Library promotes and supports Library users' access to information, including electronic information through its internet facilities. Accessing illegal or offensive sites is prohibited.

4.6 Information and Readers Advisory Services

The Library will offer reference and readers' advisory services to Library users. This includes:

- Access to up to date reference materials and online databases.
- Education programs to support information and digital literacy, and effective use of Library resources and facilities.
- Reader's Advisory tools such as online databases.

4.7 Inter Library Loans

The Library will facilitate access to resources held in other Australian Library and information services collections within library set guidelines. This includes public, special, educational, State and National Libraries. Fees may apply.

4.8 Archive Collection

The Library will preserve, maintain and provide access to a collection of local heritage information, that covers the social, economic and industrial development of the Broken Hill City and surrounding region.

4.9 Community Noticeboards and Display Cabinet

- Display space can be booked and are available for use by community groups.
- All material for display must be approved by Library Coordinator or Library staff.
- The Community Noticeboards are not to be used for advertising for private business, personal 'For Sale' notices and/or commercial endeavours.

4.10 Services to Targeted Customer Groups

The Library will provide services and materials which meet the needs of certain customer groups and provide the community with a range of activities/programs and events related to Library services and collections that enrich the lives of the community.

Sections of the community that the Library programs are aimed at are:

- · Children and Youth
- Literacy to actively promote and support programs for members of the community with identified literacy needs.
- CALD to meet the Library needs of culturally and linguistically diverse communities.
- Aboriginal and Torres Strait Islanders to actively consult and negotiate with indigenous Australians to promote Library and information literacy.
- People with a disability to provide barrier-free access to Library services and resources for people with a disability.
- Aged to ensure that older members of the community can access and use
 Library collections, services, and programs. The Home Library Service provides
 access to Library information and resources for those community members
 who are unable to physically access the Library due to disability or age.
- Remote and isolated communities those that are unable to access a Library due to living in an area that is more than 1-hour drive from a Library service.
 This service is provided via the Outback letterbox Library service.
- Digital Digital membership that provides 24-hour access to resources and information.

4.11 Library Membership

Membership to the Library is free for NSW residents, in accordance with the requirements of the *Library Act* 1939 and the Library Membership Policy.

The Act sets out the core Library services that must be offered free of charge; determines the regulations governing the use of the Library; defines the relationship between Local Government and the State Government with regard to public Library services; and articulates the State Government funding process.

4.12 Overdue, Damaged, Lost or Stolen Items

Library items that are overdue, damaged, lost or stolen will be subject to fees as outlined in Council's Schedule of Fees and Charges. Membership privileges may be suspended until items are returned or fees are paid in full.

4.13 Access to the Library

Council is committed to providing the community with a welcoming, comfortable, accessible and safe environment in which to learn, read and engage with the Library's collection. Spaces for exhibitions and meetings must be booked prior to use. Library and Council activities have first preference over the use of the meeting rooms and priority will then be given to local community groups whose activities are compatible with and complementary to the Library's roles and objectives.

Access to facilities is only available during normal Library open hours and will be subject to terms and conditions and in certain circumstances, applicable fees and charges as outlined in Council's Schedule of Fees and Charges.

4.14 Hiring of Council Library Facilities

Hiring of Council Library facilities are subject to terms and conditions and applicable fees and charges as outlined in Council's Schedule of Fees and Charges.

4.15 Information Systems and Equipment

The Library is equipped with wireless internet (Wi-Fi) access, public use computers, printing, and photocopying services, as well as Microsoft Office products. Use of Library computers is free of charge but is subject to bookings and terms and conditions of use as outlined in the Library Computer and Internet Access Policy.

Printing and photocopying services are subject to copyright conditions under the Copyright Act 1968 (Commonwealth) and applicable charges as outlined in Council's Schedule of Fees and Charges.

4.16 Acceptable Use of Information Systems and Equipment

It is the responsibility of patrons to use Library information systems and equipment in a respectful and appropriate manner in accordance with the Library Code of Conduct. Any unacceptable or unlawful conduct will be treated as a breach of this Policy. Users who do not comply with the Library's conditions of use may be asked to leave the library or may be banned by the General Manager under section 17 of Library Regulation 2018.

The Library takes a strong position on patrons who use Library computers to access offensive, pornographic or unlawful material. Patrons whose conduct or manner is likely to give offence to any person in the Library, including accessing website(s) that could reasonably be considered offensive, may be directed to leave in accordance with the Library Regulation 2018.

4.17 Use of Library Computers by Patrons Under the Age of 18 Years

Library patrons under the age of 18 must have a parent(s) and/or guardian(s) present whilst using the Library computers.

Library patrons under the age of 18 with signed parental/guardian permission can access Library computers and internet independently.

Children under 18 years of age who are not members, or do not have Internet membership permission category, must be accompanied by an adult while using Library computers.

4.18 Security using the Library's Internet, Wi-Fi and Computer Network

Library patrons and staff must be aware that the security of data and networks cannot be guaranteed. Wi-Fi hotspots are not secure environments.

Patrons should also be aware that network and systems administrators, during the performance of their duties, need to observe the contents of certain data on storage devices and in transit to ensure the proper functioning of the Library's internet facilities and computer networks.

Council may also be under obligation to provide internet logs to law enforcement to investigate internet usage where there may be a reasonable suspicion of illegal use. Council does not assume responsibility for any loss of data, funds or identity theft that may result from use of the internet in the Library.

4.19 Restricted Use of Library Computers

Library members who have overdue items, outstanding fees or other Library infringements on their membership record will not be allowed access to the public access computers until the infringement is cleared.

4.20 Children and Young People

Council seeks to provide children aged under 14 years and young people (to age of 18) who frequent the Library with a safe and child friendly environment in which to learn, develop and engage with the Library's collection and resources.

Parents and guardians are always reminded of their responsibility in supervising their child(ren) and to be mindful of access to restricted materials.

Library collections are available to all patrons except for MA15+ resources.

Library staff do not monitor, or control content accessed through the internet. It is the responsibility of the parent(s) and/or guardian(s) to monitor their child(ren)'s use of the internet. The role of Library staff is to guide and assist children and young people in using and locating resources and not to supervise children.

Library patrons, including children and young people, who disturb other Library patrons may be removed from the Library under the *Library Act* 1939.

4.21 Unattended Children

Parent(s) and/or guardian(s) who leave a child(ren) under the age of 12 years unattended, or habitually unattended in a public Library, are exposing their child(ren) to potential risk and/or harm. Subsequently, parent(s) and/or guardian(s) may themselves be committing an offence under the *Children and Young Persons (Care and Protection) Act 1998* and may be reported to the Department of Family and Community Services and/or the local Police.

4.22 Aged and Disability Services

Council endeavours to make its Library service and materials accessible for aged and disabled persons, by providing a range of alternative formats in the Library's core collection. This includes large print books, audio books, assistive technology equipment and modified facilities to allow easier access and mobility at the Library.

Library members who reside within the Local Government Act (LGA) and are unable to access their local Library due to illness, ability impairment or have a genuine difficulty, may be eligible for use of the Home Library Service. Information for the Home Library Service is available on Council's website.

4.23 Multicultural Services

Council is committed to reflecting and supporting the cultural diversity of its community.

4.24 Non-Compliance and Customer Exclusion

Patrons who do not comply with the Library Code of Conduct or breach the terms and conditions of use of facilities and equipment, will have borrowing privileges or access to Library computers suspended until all overdue items are returned and any associated late fees are paid.

Under the Library Act 1939, Library staff reserve the right to remove persons who are displaying inappropriate or offensive behaviour. Such behaviour includes actions or language that is threatening, intimidating, aggressive and disruptive to other Library patrons; viewing and/or downloading inappropriate material from the internet or misuse of the public computers; excessively loud behaviour; inappropriate interactions with minors; stealing, vandalising or destruction of Library materials or property; and not taking parent and/or guardian responsibility for children in the Library.

5. IMPLEMENTATION

5.1 Roles and Responsibilities

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

- Library Coordinator
- · Library Staff
- General Manager
- Council

5.2 Communication

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

5.3 Associated Documents

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

- Library Computer and Internet Access Policy;
- Library Membership Policy

The Broken Hill City Library is underpinned by the following professional values:

• The ALIA statement on Free Access to Information (2015) states:

'That freedom can be protected in a democratic society only of its citizens have restricted access to information and ideas'.

The ALIA believes

'Library and Information Services have particular responsibilities in supporting and sustaining the free flow of information and ideas, resisting attempts by individuals or groups within their communities to restrict access to information and ideas'.

'Collection material should not be rejected on the grounds that its content is controversial or likely to offend some sections of the Library's community'.

'A publication that has not been subjected to legal restriction or prohibition will not be excluded from the collection on moral, political, racist or religious grounds alone whatever the pressure that may be brought to bear by individuals or groups'.

• The ALIA Statement on Professional Conduct (2007) states:

'People engaged in Library and information services are members of a profession committed to intellectual freedom and the flow of ideas and information'.

 The Library Council of NSW guideline Access to Information in New South Wales Public Libraries (2008) states:

'Public libraries have a role as an unbiased source of information and ideas, including online content. It must accept responsibility for providing free access to materials and information presenting, as far as possible, all points of view n current and historical issues, including controversial issues.'

• United Nations Sustainable Development Goals

6. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council. The responsible Council officer will be notified of the review requirements three months prior to the expiry of this policy.

The Library Coordinator is responsible for the review of this policy.

7. LEGISLATIVE AND LEGAL FRAMEWORK

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

- Local Government Act 1993
- Library Act 1938
- Children and Young Persons (Care and Protection) Act 1998
- Copyright Act 1968 (Commonwealth)
- Privacy and Personal Information Protection Act 1998
- Library Regulation 2018

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

ORDINARY MEETING OF THE COUNCIL

August 27, 2021

ITEM 5

BROKEN HILL CITY COUNCIL REPORT NO. 155/21

SUBJECT: ADOPTION OF DRAFT REVISED BROKEN HILL REGIONAL ART
GALLERY COLLECTION MANAGEMENT POLICY 12/14

Recommendation

- 1. That Broken Hill City Council Report No. 155/21 dated August 27, 2021, be received.
- 2. That Council notes that public exhibition of the draft revised Broken Hill Regional Art Gallery Collection Management Policy is not required as per *Section 161(2)* of the Local Government Act 1993.
- That Council adopts the revised paragraph of 11.3 within the Broken Hill Regional Art Gallery Collection Management Policy to comply with the guidelines of the Federal Government Office of Arts in relation to donations through the Commonwealth Cultural Gifts Program.
- 4. That Council adopts the revised Broken Hill Regional Art Gallery Collection Management Policy as a Policy of Council.

Executive Summary:

Council's Broken Hill Regional Art Gallery Collection Management Policy has been amended to align Council's deaccessioning of art works processes to meet guidelines issued by Federal Government Office of the Arts.

The draft revised Broken Hill Regional Art Gallery Collection Management Policy is now presented to Council for consideration of adoption.

It should be noted that public exhibition of the amended Policy is not required as it is minor in its impact on Council's operations and is a requirement in order for Council's Policy to meet guidelines issued by Federal Government Office of the Arts.

Report:

The Broken Hill Regional Art Gallery Collection Management Policy provides guidance on the processes for acquisition, management and deaccessioning of all artworks of the Collection that falls under the direct care and control of the Broken Hill Regional Art Gallery.

The Federal Government Office of the Arts reviewed Council's Collection Management Policy as protocol after a recent donation to the Broken Hill Regional Art Gallery through the Commonwealth Government Cultural Gifts Program and accepted by the BHRAG Advisory Committee. The donation was declined by the Office of the Arts, citing Section 11.3 of the current Policy, *Disposal*, as not meeting Federal requirements.

The Council Collection Management Policy outlines, in the event of a work being deaccessioned, and subsequently disposed, the work should, in the first instance, be returned to the original donor, (excerpt from policy below):

11.3 Disposal

Disposal of an artwork shall be undertaken, after Council approval, in a manner considered most appropriate to the Collection and to the future of the work. Works identified for disposal will be valued by a recognised valuer and will be managed in the following priority order:

a) to donor of the work(donation);

- b) to the artist of the work(donation);
- c) to another public gallery or collection (only public or non-profit institutions/organisationsmay receive the gift of a de-accessioned work);
- d) through an auction house; or
- e) destroying the material by physical destruction f beyond preservation.

Whereas the Cultural Gifts program states that:

'if items are removed from a collection this should be done in accordance with the institution's authorised deaccessioning policy. Gifts under the program should not be returned to the donor as the donor has already received the benefit of a tax deduction'.

Thus, for Broken Hill Regional Art Gallery to continue accepting donations under the Cultural Gifts Program, an amendment to Council's Broken Hill Regional Art Gallery Collection Management Policy is essential.

It is the major avenue for acquisitions and continues the economic and cultural growth of Broken Hill City Council collections. Without this amendment, no donations could be made through the Cultural Gifts Program and Broken Hill Regional Art Gallery would need to investigate fundraising, and subsequent purchasing as the only method of acquisition.

The revised clause is recommended to be altered to read:

11.3 Disposal

Disposal of an artwork shall be undertaken, after Council approval, in a manner considered most appropriate to the Collection and to the future of the work. Works identified for disposal will be valued by a recognised valuer and will be managed in the following priority order:

- a) to donor of the work(donation) with the exception being, donations made to Council under the Federal Cultural Gift Programme as donors have already received the benefit of a tax deduction for the gift;
- b) to the artist of the work(donation);
- c) to another public gallery or collection (only public or non-profit institutions/organisations may receive the gift of a de-accessioned work);
- d) through an auction house; or
- e) destroying the material by physical destruction f beyond preservation

The amendment to the Broken Hill Regional Art Gallery Collection Management Policy was presented to the Broken Hill Regional Art Gallery Advisory Committee Meeting held 08 September 2021 and was subsequently endorsed for presentation to Council.

As the amendment to the Policy is minor in its impact on Council's operations and is a requirement in order for the Policy to align with guidelines issued by the Federal Government Office of the Arts, it is proposed that the draft revised Policy does not require public exhibition in accordance with the *Local Government Act 1993 Section 161(2)* which states:

"161 Adoption of draft local policy

(2) If the Council decides to amend its draft local policy, it may publicly exhibit the amended draft local policy in accordance with this Part or, if the Council is of the opinion that the amendments are not substantial, it may adopt the amended draft local policy without public exhibition."

That draft revised Broken Hill Regional Art Gallery Collection Management Policy is now presented to Council for consideration of adoption.

Community Engagement:

The draft revised Broken Hill Regional Art Gallery Collection Management Policy is not required to be placed on public exhibition due to the minor nature of the amendment to the policy.

The amended policy was endorsed by the Broken Hill Regional Art Gallery Advisory Committee for presentation to Council.

Strategic Direction:

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

Relevant Legislation:

- Local Government Act 1993
- Local Government (General) Regulation 2005

Financial Implications:

The Cultural Gifts Program of the Commonwealth Government is the major avenue for acquisitions and continues the economic and cultural growth of Broken Hill City Council collections. Without this amendment, no donations could be made through the Cultural Gifts Program and Broken Hill Regional Art Gallery would need to investigate fundraising, and subsequent purchasing as the only method of acquisition.

Attachments

1. J Draft revised Broken Hill Regional Art Gallery Collection Management Policy

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

<u>JAY NANKIVELL</u> GENERAL MANAGER



BROKEN HILL REGIONAL ART GALLERY COLLECTION MANAGEMENT POLICY

QUALITY CONTROL					
TRIM REFERENCES	D20/17607 – 12/114				
RESPONSIBLE POSITION	Gallery and Museum Manager				
APPROVED BY	Council				
REVIEW DATE	July 2024 REVISION NUMBER 1				
EFFECTIVE DATE	ACTION MINUTE NUMBER				
27/05/2020	Public Exhibition 46260				
29/07/2020	Adoption 46308				

1. INTRODUCTION

This document is a statement of policy for the development and management of the Broken Hill Regional Art Gallery (BHRAG) Collection and supports BHRAG's mission:

- to develop and maintain a visual art collection of local, state and national significance, with an emphasis on artists who have an important connection to Broken Hill and the Far West Region of NSW; and
- to collect and commission selectively works of art that contribute to BHRAG's exhibition
 program, enhance the building and grounds and foster an understanding, enjoyment and
 appreciation of the visual arts among the community.

2. POLICY OBJECTIVE

The Broken Hill Regional Art Gallery Collection Management Policy demonstrates Council's commitment to the enjoyment, study, patronage and advancement of the visual arts and the preservation and documentation of art relating to the Broken Hill and wider region for future generations. The policy objective is to ensure a suitable and appropriate framework is in place for the collecting activities and collection management of BHRAG. To detail the guidelines and processes for the acquisition, management and deaccessioning of all artworks for the Broken Hill Regional Art Gallery.

3. POLICY SCOPE

The BHRAG Collection is the official art collection of Broken Hill City Council and the works of the Collection fall under the direct care and control of Broken Hill Regional Art Gallery.

Broken Hill Regional Art Gallery Collection Policy

Page 1 of 10

The Broken Hill Regional Art Gallery Collection Policy is applicable to the Broken Hill Regional Art Gallery Collection only. It does not apply to other cultural materials collected by Council including local studies/archives/museum items or general decorative items or artworks owned, managed and displayed by other organisational units of Broken Hill City Council. This policy is also separate to Council's Acquisition and Loan of Objects Relating to Cultural Heritage Policy.

4. POLICY STATEMENT

The BHRAG Art Collection is primarily based on the following objectives to:

- Develop and maintain a visual art collection of local, state and national significance and repute that reflects the cultural aspirations of Broken Hill Regional Art Gallery and its expressed objectives, goals and policies.
- To ensure an appropriate, industry-standard collection management framework is in place and that the BHRAG Collection is managed in an ethical, responsible and accountable manner.
- To provide guidelines for collection management processes including acquisition, cataloguing, deaccessioning and storage of artworks.
- To ensure rigorous, accountable and transparent standards are applied in the research, consideration, assessment and negotiation of acquisitions and that acquisitions are considered and approved in accordance with established delegated authority.
- To enable the BHRAG Collection to be preserved and protected as far as possible from damage resulting from adverse environmental conditions, the passage of time and/or individual human whim.
- To protect the Gallery from directly or indirectly validating, endorsing or providing an incentive
 to the illegal or unethical trade in cultural material.

5. GUIDELINES FOR ACQUISITION

5.1 Types of artwork collected

- Drawings, Paintings and Prints
- Sculptures
- Textile and Fibre Art
- Decorative Arts, including Ceramics
- Photographs
- Multi-media (new media) works
- Mixed media works

5.2 Time period

Both historical and contemporary artworks shall be collected.

5.3 Region

The BHRAG collection is not strictly limited by geographical region, however wherever possible the Gallery shall acquire works of excellence that relate to the culture and heritage of Broken Hill, surrounding districts and/or inland Australia.

5.4 Legal Title

The BHRAG shall not acquire any item, unless valid title can be acquired for that item.

5.5 Conditional Acquisitions

As a general rule, the Gallery does not accept acquisitions that carry restrictions or conditions and donors and sellers of works of art are expected to relinquish all proprietary rights to the work other than copyright.

Broken Hill Regional Art Gallery Collection Management Policy

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6. METHODS OF ACQUISITION

Artworks shall be acquired through the following methods:

- Donation (including gifts, bequests and donation through Cultural Gifts Program);
- Purchase (including Commissions);
- · Acquisition of the winner of the Pro Hart Outback Art Prize; or
- Any other transaction by which legal title to an artwork passes to BHRAG.

7. ACQUISITION GUIDELINES

Offers of donations, bequests or loans do not warrant automatic inclusion into the BHRAG Collection. The Gallery and Museum Manager will present an Acquisition Assessment for all works of art proposed for acquisition (with the exception of the Pro Hart Outback Art Prize acquisition), to the Broken Hill Regional Art Gallery Advisory Committee (referred to hereafter as the BHRAG Advisory Committee) for consideration.

Applications under the Cultural Gifts Program of the Commonwealth Government will be reviewed by the Gallery and Museum Manager in consultation with the BHRAG Advisory Committee, who will reserve the right to seek the advice of professional arts consultants in assessing the significance and value of proposed donations.

Conflicts of Interest – members of the BHRAG Advisory Committee must declare any conflict of interest in a potential acquisition and this conflict must be minuted and actively managed within Council's Code of Conduct Policy.

8. ACQUISITION APPROVALS PROCESS

The following three step authorisation process will be used in the approval of acquisitions to the Gallery's collection:

1. ASSESSMENT

The Gallery and Museum Manager in conjunction with the BHRAG Advisory Committee and/or professional arts consultant/s shall assess all Acquisition Proposals and make considered recommendations to accept or refuse artworks. Proposed acquisitions will be assessed on their merit taking into account BHRAG's objectives and the Acquisition Selection Criteria outlined in this document.

2. RECOMMENDATION/s

Recommendation/s for acquisitions to the Collection shall be approved by the Gallery and Museum Manager who has delegated authority to approve Acquisitions within established delegation limits. All proposed Acquisitions with a purchase price over the Gallery and Museum Manager's delegation must be approved by the General Manager (with the exception of the Pro Hart Outback Art Prize acquisition).

Prior to the decision being made with respect to a proposed acquisition either by the Gallery and Museum Manger or the General Manager, as the case may be, a formal minute of the BHRAG Advisory Committee's recommendation, signed by the Chair of the BHRAG Advisory Committee, shall accompany the recommendation and decision papers, thereby becoming a formal part of the record.

Broken Hill Regional Art Gallery Collection Management Policy

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3. APPROVAL

Following the appropriate recommendations listed above, the minutes of the BHRAG Advisory Committee detailing the endorsed acquisitions will be presented to Council for final adoption/approval/endorsement.

9. ACQUISITION SELECTION CRITERIA

The Broken Hill Regional Art Gallery shall aim to acquire works that meet the following criteria:

9.1 Artistic merit and reputation

- The artist is an exemplary, prominent, influential and/or renowned Australian artist and acquisition of the artwork will enhance the overall quality of the Collection.
- The work is of outstanding artistic merit and rates highly in terms of aesthetic, cultural, spiritual and/or historical significance.
- The artwork rates highly in terms of national, state or regional significance.

9.2 Linkage to existing collection

The proposed acquisition would strengthen the Collection by:

- Adding to major existing areas of representation, thus enabling the Gallery to expand upon a theme or to interpret the development of an artist's career or skills; or
- Addressing areas currently under-represented in the Collection.

9.3 Interpretive potential

Does the artwork offer opportunities to interpret a variety of themes and therefore contribute to a range of exhibitions and public programmes?

9.4 Connection to geographic region

Wherever possible the Gallery shall collect works of excellence that relate to the culture and heritage of Broken Hill, the surrounding districts and inland Australia.

The Gallery shall collect works by local artists whose works reflect a commitment to the development of their skills and talents.

9.5 Aboriginal artworks

The proposed acquisition would:

- Contribute to the diversity of the Gallery's Aboriginal collection; or
- Reflect the cultural development of Aboriginal art in the Far West Region.

Note: Some Aboriginal and Torres Strait Islander art is sacred and restricted. The Gallery will only collect works intended for public display or approved for display in consultation with appropriate Aboriginal groups.

9.6 Legal Title

As a general principle, the Gallery will not acquire a work of art through any means or methods, unless it can acquire clear and valid transfer of ownership documentation.

9.7 Provenance and authenticity

Is documentation available to confirm ownership, authenticity and provenance of the artwork? To safeguard the integrity of the Collection it is critical that, prior to acquiring an artwork, due diligence is undertaken in researching and ascertaining its ownership, provenance and authenticity.

Broken Hill Regional Art Gallery Collection Management Policy

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In addition, every effort should be made to acquire reference resources and significant material relating to artworks to support research into the collection and potential future exhibitions.

9.8 Condition, size and ongoing care

- What is the size of the artwork? Could it put undue strain on BHRAG's current and future storage and exhibition resources?
- What is the condition of the artwork? Will it require extensive and/or expensive conservation work prior to display and/or ongoing conservation maintenance?
- Would the artwork pose any issues in relation to workplace health and safety?

10. OUTWARD AND INWARD LOANS

- The Gallery will enter into Inward or Outward Loans for a fixed period only, which will be agreed between all parties and which can be extended by mutual agreement.
- The Gallery and Museum Manager will approve all Inward and Outward Loans.
- No object will be Loaned by the Gallery unless the safety of the object is assured and adequate security, environmental conditions and standards of care are evident.
- For both Inward and Outward Loans, it is expected that the Borrower will exercise the same standard of care for borrowed works of art as it does for its own collection in accordance with established procedures and professional gallery standards.
- Outward Loans are subject to the borrower agreeing to the conditions specified in the Broken Hill Regional Art Gallery Outward Loan Agreement.
- All costs associated with Outward Loans will be the responsibility of the borrower. These costs
 will include transport and insurance.
- The Gallery will endeavour to accommodate Outward Loan requests, however, reserves the right to locate works in the Collection where deemed appropriate.
- Inward Loans are temporary transfers of external collection items to the Gallery for the purposes of display. They can consist of items borrowed from:
 - o Individuals;
 - o community groups or; and
 - o other institutions.
- The Gallery will only borrow works of art where it is confident that:
 - a) the Lender is reputable;
 - b) the Owner(s) hold valid Title to the work;
 - c) where the Lender is not the sole Owner, the Lender has the legal authority to enter into the Loan either:
 - i. on behalf of the Owner and/or co-Owners as an agent or representative; or
 - ii. as the party who would reasonably be expected to have possession, custody or control of the work of art for the period of the Loan, were that arrangement not in place.
- Generally, works of art in the private collections of Gallery staff will not be accepted for inward loan.

11. DEACCESSIONING AND DISPOSAL

To maintain and safeguard standards and to refine and improve the Collection, BHRAG is committed to periodic reviews to assess items that could potentially be deaccessioned.

Broken Hill Regional Art Gallery Collection Management Policy

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Deaccessioning is the process of de-registering an item from a collection for clearly stated reasons and disposing of it in accordance with approved policies and procedures. It is a very important collections management activity.

A formal approvals procedure for deaccessioning objects for the collection is listed over.

11.1 DEACCESSIONING APPROVALS PROCESS

The following three step authorisation will be used in the de-accessioning approval of to the Gallery's collection:

1. ASSESSMENT

The process of de-accessioning and disposal of an artwork is initiated and undertaken by the Gallery and Museum Manager (in consultation with an independent art specialist). The Gallery and Museum Manager will prepare a report taking into account the deaccessioning selection criteria and detailing independent specialist advice.

2. RECOMMENDATION/s

The Gallery and Museum Manager in consultation of the BHRAG Advisory Committee will be responsible for proposing the de-accessioning of art works from the Collection, as and when appropriate.

Prior to the decision being made with respect to a de-accessioning or disposal from the Collection, a formal minute of the BHRAG Advisory Committee's recommendation, signed by the Chair of the BHRAG Advisory Committee, shall accompany the recommendation and decision papers, thereby becoming a formal part of the record.

3. APPROVAL

Following the appropriate recommendations listed above, the minutes of the BHRAG Advisory Committee detailing the endorsed de-accessioning or disposal will be presented to Council for final decision.

11.2 DEACCESSIONING SELECTION CRITERIA

The Gallery will exercise care and caution in evaluating the merit of an artwork when it is considered for deaccession and disposal. Some of the reasons the Gallery will consider deaccession include:

- A collections policy has been developed or revised since the artwork was acquired and the
 collecting focus has consequently been refined or altered;
- The significance and aesthetic merit of the artwork falls substantially below the general level
 of the Collection;
- The artwork is a non-essential duplicate of a work already held in the Collection;
- The artwork has been lost or stolen;
- The artwork has been damaged or has deteriorated over time and the costs of conservation outweigh its value to the Collection;
- The artwork can no longer be suitably stored due to its size or special climate requirements;
- Repatriation of cultural material i.e. the object is to be returned to the Aboriginal, Torres Strait
 or other community group from which it came;
- The original owner/donor's relative has proven legal title to it; or
- The work is subject to legislation which prevents the Gallery displaying it or having title to it.

Broken Hill Regional Art Gallery Collection Management Policy

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11.3 Disposal

Disposal of an artwork shall be undertaken, after Council approval, in a manner considered most appropriate to the Collection and to the future of the work. Works identified for disposal will be valued by a recognised valuer and will be managed in the following priority order:

- a) to donor of the work (donation) with the exception being, donations made to Council under the Federal Cultural Gift Programme as donors have already received the benefit of a tax deduction for the gift;
- b) to the artist of the work (donation);
- to another public gallery or collection (only public or non-profit institutions/organisations may receive the gift of a de-accessioned work);
- d) through an auction house; or
- e) destroying the material by physical destruction if beyond preservation.

Any proceeds gained from the disposal of a work will be utilised solely for acquisition and the ongoing care and management of the Collection.

Every effort will be made to notify any living donor whose gift has been approved for deaccessioning prior to disposal.

No individual who is an employee of Council or their family member; or a member of the Art Gallery Advisory Committee or their family member; or Elected Member of Council or their family member shall receive deaccessioned material from the Collection.

11.4 Records of Deaccessioned Artworks

All records of deaccessioned artwork and the circumstances of its deaccessioning and disposal will be marked clearly and kept on file for future reference.

The Accession Number of a deaccessioned artwork shall not be re-used, and their accession number not reused.

12. COLLECTION RECORD KEEPING

The Collection shall be managed according to industry-standards and practices in relation to documentation and record-keeping procedures.

- A Collection Management System (CMS) shall be maintained as a central catalogue in which all relevant details of individual artworks are recorded including accession number, title, artist, photograph, description, and condition and provenance details.
- Paperwork shall be completed and retained in relation to all acquisitions including:
 - o Deed of Gift, Cultural Gift or Deed of Purchase documents;
 - o Acquisition Assessments;
 - o Condition Reports;
 - o Statements of Significance; and
 - Legal paperwork relating to copyright and/or restrictions on use of artwork.
- Collection audits and condition reporting shall be undertaken by qualified staff at least once
 every four years.

13. COLLECTION DISPLAY, HANDLING AND STORAGE

- The BHRAG Collection shall be conserved in accordance with accepted contemporary national practice and standards applicable to the safe and appropriate storage, management and handling of artworks.
- Gallery staff shall be given appropriate training in handling artworks.

Broken Hill Regional Art Gallery Collection Management Policy

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- All preventative conservation measures shall be taken by those handling, storing and displaying artworks.
- Environmental conditions in artwork storage and display areas shall be monitored and managed according to industry standards, including temperature, humidity, light levels and pest control (See point 15: Associated Documents).
- Artworks shall not be displayed in environmental conditions or for periods of time that will
 result in the deterioration of the artwork.
- Conservation works and treatments will only be performed by a qualified professional Conservator.
- Unless on display, all works of art will be stored in an environmentally controlled and secure Art Store.
- The BHRAG shall provide as secure an environment as possible for the storage, transportation and display of the Art Collection.

13. IMPLEMENTATION

The Gallery and Museum Manager is primarily responsible for the implementation and the adherence to this policy.

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Art Gallery Collection Policy.

Gallery staff or BHRAG Advisory Committee members purchasing work for their own private collections must ensure their interests do not conflict with the interests of BHRAG in the process of acquisition. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

14. COMMUNICATION

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

15. ASSOCIATED DOCUMENTS

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

- Broken Hill Regional Art Gallery Exhibitions Policy
- Broken Hill Public Art Policy
- Australian Institute for Conservation of Cultural Materials (AICCM) Environmental Guidelines: https://aiccm.org.au/about/who-we-are/advocacy/environmental-guidelines-australian-cultural-heritage-collections
- National Standards for Australian Museums & Galleries (V1.5, 2016): http://www.magsq.com.au/_dbase_upl/NSFAMG_v1.5_2016.pdf

16. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council.

The responsible Council officer will be notified of the review requirements three months prior to the expiry of this policy.

Broken Hill Regional Art Gallery Collection Management Policy

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The Gallery and Museum Manager is responsible for the review of this policy.

17. LEGISLATIVE AND LEGAL FRAMEWORK

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

- Local Government Act 1993.
- With any related planning controls, codes of practice, and relevant internal procedures.

18. DEFINITIONS

- Art Gallery or the Gallery means Broken Hill Regional Art Gallery (BHRAG).
- Accession: the process of assigning a unique number to an artwork and recording all relevant details in a collection catalogue.
- Acquisition: the act of gaining physical possession of an artwork and of transferring title or ownership from the providing source to the Gallery.
- Authentication: to determine as a genuine product of a particular person, region or time.
- Bequest: the bestowal by will of privately-owned cultural items to the Gallery.
- Cataloguing: assigning an object to an established classification system and initiating a
 record of the nomenclature, provenance, number, and location of that object in the
 collection storage area.
- Clear title: legal ownership without restrictions or conditions.
- Collection: Cultural Material for which the BHRAG is the custodian.
- The BHRAG Advisory Committee: The Broken Hill Regional Art Gallery Advisory Committee is a 355 committee endorsed by the Broken Hill City Council.
- Conservation: the processes for preserving and protecting objects from loss, decay, damage, or other forms of deterioration and of repairing.
- Copyright: statutory and automatic legal right to print, publish, perform, film or record material.
- Cultural heritage: a tradition, habit, skill, art form, or institution that is passed from one generation to the next.
- Cultural property: the material manifestation of the concepts, habits, skills, art, or institutions of a specific people in a defined period of time.
- Deaccession/disposal: the process of removing objects from a Gallery's collections.
- **Deed of gift**: a document with the signature of the donor transferring title of an object to a Gallery.
- Deed of purchase: a document with the signature of the owner transferring title of an object to a Gallery.
- Interpretation: the act or process of explaining or clarifying translating or presenting a
 personal understanding about an object.
- Inventory: an itemised list of the objects included in a Gallery's collection.
- Loans: collection objects which have been or are intended to be transferred temporarily to a stated destination outside the Gallery (outward loans), or, alternatively, objects which have been or are intended to be transferred to the Gallery from elsewhere (inward loans). The transfers are undertaken for a stated purpose (for example, a temporary exhibition) and for a stated period of time and do not involve a change of ownership.
- Preventive conservation: collection care to minimise conditions which may cause damage.

Broken Hill Regional Art Gallery Collection Management Policy

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ADOPTION OF DRAFT REVISED BROKEN HILL REGIONAL ART GALLERY COLLECTION MANAGEMENT POLICY

Attachment 1
Draft revised Broken Hill Regional Art
Gallery Collection Management Policy

• **Provenance:** derivation or origin of an object.

Broken Hill Regional Art Gallery Collection Management Policy

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ORDINARY MEETING OF THE COUNCIL

May 7, 2021

ITEM 6

BROKEN HILL CITY COUNCIL REPORT NO. 156/21

SUBJECT: DRAFT BUSINESS SUPPORT POLICY FOR SECOND ROUND OF PUBLIC EXHIBITION 11/407

Recommendation

- 1. That Broken Hill City Council Report No. 156/21 dated May 7, 2021, be received.
- 2. That due to significant amendments, Council publicly exhibits the draft Business Support Policy for a second time and accepts submissions from the public for a period of 28 days.
- 3. That Council publicly exhibits the Draft Business Support Policy and accepts submissions from the public for a period of 28 days.
- 4. That Council receives a further report at the conclusion of the exhibition period, detailing submissions and any recommended changes arising, with a view to adopting the draft Business Support Policy.

Executive Summary:

Council at its Ordinary Meeting held 28 April 2021 considered the Draft Business Support Policy and resolved (Minute Number 46508):

)

<u>ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 54/21 - DATED APRIL 09, 2021 - DRAFT BUSINESS SUPPORT POLICY</u> 11/407

RESOLUTION

Minute No. 46508 Councillor B. Licul moved

Councillor C. Adams seconded

Resolved

- 1. That Broken Hill City Council Report No. 54/21 dated April 9, 2021, be received.
- 2. That Council endorses the draft Business Support Policy for the purpose of public exhibition.
- That Council publicly exhibits the draft Business Support Policy and accepts submissions from the public for a period of 28 days.
- That Council receives a further report at the conclusion of the exhibition period, detailing submissions and any recommended changes arising, with a view to adopting the draft Business Support Policy.

5. That a Working Group be formed to expand on the draft Business Support Policy whilst the policy is on public exhibition.

CARRIED UNANIMOUSLY

As per Council's resolution the Draft Business Support Policy was placed on public exhibition closing on 28 May 2021 at which time Council received two submissions from the public and a Councillor Workshop was held in May 2021 (see attached). The policy has been amended to include some of the recommendations in the submissions and the opportunity for Broken Hill businesses to access short-term, no interest loans of up to \$2,000 and rates relief through agreed payment plans during periods of extreme hardship as identified by the State or Federal Government. These options will be available to businesses unable to access alternate business support packages offered by the State and / or Federal Government.

Submission	Comment	Response		
Submission One	The Council should proactively identify innovative new opportunities, go on the front foot. For instance, it might declare its support for new "Green Deal' type industries.	Council currently seeks out partnership and investment opportunities and advocates to Government for new opportunities for development. A clause has been added into the policy to confirm these activities remain in place into the future. "Proactively promote the City as a destination for significant Government investment. (Example; Special Activation Precincts or City Deals.")		
	In consultation with its community, Council needs to define what we as a City have to offer, what our strengths and unique differences are, and then target the specific industries that we wish to see come here. This Business Support Policy should then boldly express the City's preferences.	Council hosts regular community consultation for vision and strategy development including for the Community Strategic Plan, Smart City Strategy, Sustainability Strategy and the Renewable Energy Action Plan. These strategies inform advocacy activities and support the decision-making process around investment in specific projects. The Business Support Policy is designed to inform Council operations, reflecting the over-arching strategies.		
	This Business Support Policy should reinforce and cross-reference to Council's Long-Term Financial Plan which similarly infers that intention. Submission recommends that Council should, with greater clarity and emphasis, state that the City is determined to achieve the highest standard in liveability, to see its environment become so attractive that people want to live here and when they come to visit, they stay longer.	These are the aspirations of the community as outlined in the Community Strategic Plan from which the Delivery, Operational and Financial Plans are developed in consultation with the community. The policy scope has been amended to strengthen commitment to liveability and employment.		
Council should declare in this Policy document that they will work to continually improve the amenity of the local environment, like create more parks and gardens, plant more		This is addressed in a number of Council Strategies and documents – this Policy specifically relates to assistance that Council can provide to business within its remit.		

Submission Two	respect to these environmental amenities which the City has now and intends to increase, in this Policy it should undertake to ensure such assets will be maintained to the optimum – thereby confirming to prospective new businesses that the liveability for their employees and their families will indeed attract and encourage people to stay. Put a lighting policy in place that protects the natural dark sky asset so that the product we offer remains valid.	This is being addressed in the revision of the Development Control Plan.
	Public investment in private enterprise: It would be appropriate for BHCC to consider what grant funds it could make available for the purposes of improvements for a tourism attraction. I am specifically asking that BHCC find a way to directly contribute to works that will make our tourism attraction suitable for access by people in a wheelchair.	Grant funding is provided to industry by the State and Federal Government. Council currently invests public money into public infrastructure to support the tourism and events industry including the Visitor Information Centre, Airport, Regional Art Gallery, Albert Kersten Mining and Mineral Museum, and provides support to industry, including private operators and investors for grant applications and submissions. Council is currently implementing the recommendations from the Disability Inclusion Action Plan developed in consultation with the community to improve access and accessibility at publicly owned facilities. This includes:
		S2.1 Progressively improve the accessibility of footpaths in Broken Hill LGA in consultation with people with mobility and vision related disabilities S2.2 Plan to progressively improve the accessibility of public toilets (including way finding) S2.3 Increase accessibility and inclusion of events held in Broken Hill and of Council meetings S2.4 Progressively increase accessibility and inclusion of places of recreation, learning and leisure S2.5 Improve access to Council Administrative Centre, Civic Centre and Visitor Information Centre, including better way finding S2.6 Encourage, support and promote accessible businesses and tourism in Broken Hill.
Councillor Workshop	Potential for small business loans during times of hardship. Council assistance to guide people with the start-up of a new business.	The policy has been amended to include access to small no-interest loans and rates payment plans if there is not an alternative fund through State and Federal Government during declared times of hardship.

ac	otential of Council to assist and dvocate for business given here is no Chamber of commerce.	Council will continue to support business through its advocacy work and business network meetings.

Report:

Council, at the October 2020, meeting resolved to develop a policy that engages and helps small businesses that are struggling through difficult times. At the April 2021 Meeting the draft policy was presented to Council for endorsement for the purpose of public exhibition.

As per Council's resolution the Draft Business Support Policy was placed on public exhibition closing on 28 May 2021 at which time Council received two submissions from the public.

Following a Councillor workshop in May 2021, the policy has also been amended to include the opportunity for Broken Hill businesses to access short-term, no interest loans of up to \$2,000 and rates relief through agreed payment plans during periods of extreme hardship as identified by the State or Federal Government (e.g. drought, pandemic). These options will be available to businesses unable to access alternate business support packages offered by State and / or Federal Government.

Broken Hill City Council's role in economic development is to provide leadership, direction, and advocacy by partnering with other agencies to facilitate, encourage and maximise sustainable development opportunities within the City of Broken Hill and the surrounding region.

As a NSW small business friendly Council, Council facilitates business partnerships, participates in local, regional and State networks and undertakes co-operative research and planning in the identification of opportunities for business and industry.

In order to encourage diverse and innovative business initiatives in the City and surrounding region, Council may offer support through the Business Support Policy.

The policy aims to provide appropriate information, advocacy, and support to:

- An existing business, located within the City, to expand or promote its operations
- An existing business, located outside the City, to relocate or establish within the City: or
- · A new business to establish within the City,

in the expectation that the business will directly or, in some agreed circumstances, indirectly provide an economic benefit for residents of Broken Hill.

The draft Business Support Policy outlines a range of activities that Council can provide to assist with business resilience and success.

This policy replaces the Business Development Policy.

Due to the significant changes, the draft Business Support Policy is now presented to Council with the recommendation that Council publicly exhibits the draft Business Support Policy for a second time and accepts submissions from the public for a period of 28 days.

Community Engagement:

Key strategies for the draft Business Support Policy have been raised by small business with Council officers during the consultation for the CBD Masterplan.

The draft Business Support Policy was placed on public exhibition closing on 28 May 2021 at which time Council received two submissions from the public. A Councillor Workshop was also held during the public exhibition period which resulted in amendment to the policy regarding financial support for business.

Strategic Direction:

Key Direction:	2	Our Economy	
Objective:	2.1	Our economy is strong and diversified and attracts people to	
		work, live and invest	
Strategy:	2.1.7.2	Implement Business and Industry Support Strategy	

Relevant Legislation:

Local Government Act 1993

Local Government (General) Regulation 2005

Financial Implications:

Nil

Attachments

- 1. U Draft Business Support Policy
- 2. U Submission 1
- 3. U Submission 2

JAY NANKIVELL GENERAL MANAGER



DRAFT BUSINESS SUPPORT POLICY

QUALITY CONTROL				
TRIM REFERENCES	11/407 – D21/17931			
RESPONSIBLE POSITION	Executive Manager Growth and Investment			
APPROVED BY	Council			
REVIEW DATE	March 2021	REVISION NUMBER	2	
EFFECTIVE DATE	ACTION MINUTE NUMBER			
28 April 2021	Public Exhibition	46508		

1. INTRODUCTION

As a NSW small business friendly Council, Council facilitates business partnerships, participates in local, regional and State networks and undertakes co-operative research and planning in the identification of business opportunities.

In order to encourage diverse and innovative business initiatives in the City and surrounding region, Council may offer incentives and support through the Business Support Policy.

The policy aims to provide appropriate information, advocacy, and support to:

- An existing business, located within the City, to expand or promote its operations
- An existing business, located outside the City, to relocate or establish within the City: or
- A new business to establish within the City,

in the expectation that the business will directly or, in some agreed circumstances, indirectly provide an economic and / or social benefit for residents of Broken Hill.

This policy replaces the Business Development Policy.

2. POLICY OBJECTIVE

This policy outlines the principles and guidelines for Council to support business in Broken Hill to achieve a sustainable economy which is inclusive, equitable and diverse and where businesses are successful in achieving their vision.

3. POLICY SCOPE

Broken Hill City Council's role in economic development is to facilitate and plan for a robust local economy that generates employment opportunities, creates a liveable City and provides access to great services through long-term planning, leadership and advocacy by partnering with other

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agencies to facilitate, encourage and maximise sustainable development opportunities within the City of Broken Hill and surrounding region.

4. POLICY STATEMENT

Council in partnership with other community and economic development agencies and stakeholders will pursue activities to ensure that:

- Our economy is strong and diversified and attracts people to work, live and invest in Broken Hill.
- That we are a destination of choice and provide a real experience that encourages increased visitation.
- We have a supported and skilled workforce that provides strength and opportunity.

Council will collaborate with business and industry to advocate for and attract investment and:

- Provide short-term, no interest loans of up to \$2,000 during periods of extreme hardship as
 identified by the State or Federal Government (Example: drought, pandemic). These loans will
 be available to businesses unable to access alternate business support packages offered by
 State and / or Federal Government.
- Provide rates relief through agreed payment plans to businesses during periods of extreme
 hardship as identified by the State or Federal Government (Example: drought, pandemic).
 These loans will be available to businesses unable to access alternate business support
 packages offered by State and / or Federal Government.
- Support local business through Council procurement policies when considering the acquisition of goods and services. Council is committed to buying from local businesses where such purchases may be justified on Best Value for Money grounds. Wherever practicable, Council will fully examine the benefits available through purchasing goods, services or works from suppliers/contractors within the Broken Hill Local Government Area and seek from prospective suppliers/contractors where applicable what economic contribution they will make to the Broken Hill Local Government Area. All quotes should allow a ten percent (10%) evaluation allowance for local businesses. These measures can be considered by Council singularly or in combination on a case by case basis dependent on the merits of each case.
- Proactively promote the City as a destination for significant Government investment. (Example: Special Activation Precincts or City Deals).
- Liaise with regional stakeholders including regional development bodies and government
 agencies to ensure that the needs and aspirations of business and industry are addressed by
 planning for and providing regionally significant infrastructure in an informed, planned, and
 co-ordinated manner.
- Work with neighbouring local governments on economic development opportunities within the City and region.
- Participate in business and industry associations and organisations to discuss issues relevant to local businesses and economic development.
- Work with business and key stakeholders to address regional skill shortages.
- Identify and develop partnership opportunities with education and training service providers to increase participation.
- Collaborate with State Government to expand the industrial area in accordance with objectives in the Local Strategic Planning Statement.

DRAFT BUSINESS SUPPORT POLICY

- · Host visits by key industry representatives.
- Provide information and support for business to attract funding and grants.
- Establish and maintain a database of local businesses and update Council's website to
 include information for new, expanding and potential businesses including specific information
 about starting or expanding businesses in heritage areas in Broken Hill.
- Provide a central point of contact (concierge) within Council for business owners to do business with Council and provide information to and introduce businesses to appropriate networks.
- · Support buy local initiatives/campaigns.
- Continue Central Business District and city-wide activation projects by managing and developing public infrastructure to enhance economic opportunities.
- Collaborate with key stakeholders to provide opportunities for Business Forums to encourage
 engagement between the local business sector and Council. The forums would provide an
 opportunity to inform the business sector of Council's activities.
- Activate places across the community with events and activities.

5. IMPLEMENTATION

5.1. Roles and Responsibilities

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

- · General Manager
- Executive Manager Growth and Investment

Authority for implementation of the Business Support Policy is delegated by Council to the General Manager in accordance with the *Local Government Act 1993*. The General Manager may delegate the policy functions to an authorised council employee. Delegated officers are required to acknowledge that they have received a copy of this policy which is in accordance with relevant regulations and legislations.

5.2. Communication

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

6. ASSOCIATED DOCUMENTS

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

- Community Strategic Plan 2033
- Procurement Framework and Policy
- Local Strategic Planning Statement
- Debt Recovery Policy
- Local Government Code of Accounting Practice and Financial reporting
- Australian Accounting Standards
- Department of Local Government Circulars
- Trade Practices Act 1974

DRAFT BUSINESS SUPPORT POLICY

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- Australian Securities and Investments Commission Act 2001
- ACCC and ASIC Debt Collection Guideline for collectors and creditors
- Privacy and Personal Information Protection Act 1998
- Australian Communications Industry Forum Guide for a Hardship Policy

7. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements. The responsible Council officer will be notified of the review requirements three months prior to the expiry of this policy.

The Executive Manager Growth and Investment is responsible for the review of this policy every two years.

8. LEGISLATIVE AND LEGAL FRAMEWORK

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

- Local Government Act 1993
- Local Government (General) Regulation 2005

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

9. DEFINITIONS

NIL



Mr Jay Nankivell, General Manager, Broken Hill City Council.

Friday 27 May 2021

Jay.Nankivell@brokenhill.nsw.gov.au

Louise.Schipanski@brokenhill.nsw.gov.au

Dear Mr Nankivell,

Draft Business Support Policy



submits the following comments to Broken Hill City Council to assist it in formulating its Business Support Policy for final approval.

- The Council is to be congratulated in taking the initiative to prepare a Business Support Policy. All
 responsible Local Governments are duty bound to support their communities by reinforcing their
 existing businesses and encouraging new businesses in order to ensure the local economy is viable
 and sustainable. Broken Hill Council's Business Support Policy is an instance of such responsible
 action.
- 2. Whilst supporting the general tenor and objective of the draft Business Support Policy, by this submission is constructively proposing some improvements that will make the draft Policy stronger and more meaningful.

1

3.	Beyond the desirable support for existing businesses, the draft Policy states in its Introduction: "The policy aims to provide support to: • A new business to establish within the City, in the expectation that the business will directly or, in some agreed circumstances, indirectly provide an economic benefit for residents of Broken Hill".
	This statement is good as far as it goes, <u>but it does not go far enough</u> . The Council should proactively identify innovative new opportunities, go on the front foot. For instance, it might declare its support for new "Green Deal' type industries which, in principle, that been promoting for our district.
4.	In consultation with its community, Council needs to define what we as a City have to offer, what our strengths and unique differences are, and then target the specific industries that we wish to see come here. This Business Support Policy should then boldly express the City's preferences.
5.	Every Local Government council, wherever it is located will, in broad generic terms, say precisely what Broken Hill Council has stated in this draft Policy – encourage new industry. However, a proactive council needs to reach out, be pro-active, not just wait for some new business to come along.
6.	Other councils that have succeeded in this quest are those that get on the front foot, they strive to be proactive by identifying a strong feature or attribute of difference and then attach to it a focussed sector that they are going to commit 'hammer and tongs' to attract. Many examples can be found to illustrate this point. Most of Tasmania was economically a basket case a few years back, but the northern municipalities decided to really push a clean, green, natural food & produce image, embracing the best cheese, the best wine, the best cider, the best fruit. They put their all into the promotion and now Tasmania is roaring ahead economically. In California, Silicon Valley didn't just happen. People in Palo Alto in the Santa Clara Valley – in the southern part of the San Francisco Bay area – decided to cluster together, to promote and facilitate a new industrial direction for the region, and within a relatively short time, it was the global centre for such industries. Broken Hill needs to be smart, identify what's special and go for broke to attract a sector that will work in our region.
7.	The Council must lead the discussion: 'What are our preferences?' Broken Hill Council should strive to focus and from perspective, the new "Green Deal" type industries that we are seeing rapidly growing in Europe and the US, should give us the lead.
8.	So our City needs to focus on what we can offer, <u>our attributes which set the City apart</u> – what is special. There may be many factors to focus on: excellent weather; plenty of land; not hemmed in or compromised by adjoining or encroaching residential urban areas; a capacity to expand; access to an abundance of renewable energy; located on the transcontinental railway line linking major capital cities; a willing workforce that will be looking for new opportunities as they transition out of closing mines; and the capacity to start with a 'clean slate', which is great for innovative start-ups.
9.	In part 4 of the draft Policy, under the heading 'Policy Statement', amongst many statements confirming Council's laudable intent, we find:
	Our economy is strong and diversified and <u>attracts people to</u> work, <u>live</u> and invest <u>in Broken Hill</u>
	That we are a <u>destination of choice</u> and provide a <u>real experience</u> that <u>encourages increased visitation</u>
	Activate places across the community with events and activities"

upports the intent of these policy statements, however there is an inherent

aspect that needs to be unambiguously stressed with emphasis in this Policy.

10.	These quoted words, in effect, say that the Council wants the City to attract people to come and stay.
	This Business Support Policy should reinforce and cross-reference to Council's Long Term Financial
	Plan which similarly infers that intention. recommends that Council should, with greater
	clarity and emphasis, state that the City is determined to achieve the highest standard in liveability, to
	see its environment become so attractive that people want to live here and when they come to visit,
	they stay longer.

11.	Council should declare in this Policy document that they will work to continually improve the
	amenity of the local environment, like create more parks and gardens, plant more street trees
	providing more shade and create more recreational facilities. With respect to these environmental
	amenities which the City has now and intends to increase, in this Policy it should undertake to ensure
	such assets will be maintained to the optimum – thereby confirming to prospective new businesses
	that the liveability for their employees and their families will indeed attract and encourage people to
	stay.

trusts that these submissions are seen to be constructive, with an intention to reinforce and strengthen Council's Policy.

Kind regards,





To Whom it May Concern

Business Support Policy, Long Term Financial Plan 202-2031

is a home-grown tourism attraction that has survived Covid-19, with no support from Broken Hill City Council (BHCC). We did receive a grant from Destination NSW when we invested in capital works in 2019. However, the vast amount of capital expenditure here has been privately funded by the owners.

How should or could BHCC support a business like

Since 2014 we have been writing to BHCC to do something about protecting the dark night sky in this area. Nothing has eventuated. There have been talks and meetings but no actions. I presented to a council meeting. Still no action. We were given a policy draft due date in mid-2020 but never saw it. No contact was made with us to explain any delay. I understand staffing changes have caused disruption but six+ years to get something in place should have been long enough.

Broken Hill City Council

Due to Covid-19 and the shutdown of much of the international and domestic airlines, Broken Hill has prospered with visitation. Very little marketing was necessary as people had no option but to pursue road trips. This will eventually end.

Other regions are already much further ahead in terms of taking action to facilitate growth and development in their regions due to the pandemic. One step BHCC can take right now that will make a difference is to put a lighting policy in place that protects the natural dark sky asset:

Tourist Attraction - Disability Support

There are very few businesses in our city that have invested private funds in the development of a tourist attraction that actively brings visitors to the region. The recent campaign by DNSW that marketed Broken Hill and surrounds brought a staggering increase of visitors to our As a result we were able to recover revenues somewhat after being severely affected by shutdowns and heavy cancellations. It has been ups and downs for us due to the pandemic and there is still no end in sight to the prospect of the downs.

One solution for us is the continued effort to diversify revenue. We would like to continue to market our events and venue to all customers including the disability sector. It would be appropriate for BHCC to consider what grant funds it could make available for the purposes of these types of improvements for a tourism attraction business like ours. We drive visitation to the city and we've done so with us carrying all the financial risk. There is no prospect of us making these high-cost improvements without support in this very high risk environment.

BHCC councillors, management and senior staff are fully oblivious to our current venue, our operations and opportunities, and yet, performs successfully, so too do the city's hotels, motels, caravan parks, restaurants, cafes and retail outlets.

I am specifically asking that BHCC find a way to directly contribute to works that will make our tourism attraction suitable for access by people in a wheelchair. It should be an initiative included in the Business Support Policy and the Long Term Financial Plan.

Our site is accessible but not the building, nor does the building have a wheelchair accessible toilet. These facilities would help us to better serve our community

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and also broaden visitation to the area by people with a disability. Carparking Regarding accessibility, we recently had four 45-seat buses parked in our front area for an event at which 150 persons attended. The carpark at our venue is a large untidy parcel of land at the front that most likely is part of the highway reserve. It is well trodden since the 1930s when dirt tracks were in situ. However, it is being used well beyond our expectations in this current domestic tourism market, and its improvement is well outside of our responsibility and our risk appetite. Yet, the entire business community in the abovementioned areas will benefit from our continued operations as well as all the guests who park in the area. The parking infrastructure for tourism attraction businesses is another area that BHCC could consider including as a specific helpful initiative in the Business Support Policy. It would therefore have a flow on impact and need to be included in the Long Term Financial Plan. Summary should be of great interest to BHCC as this business The success of attracts and drives visitation to the city. This business is a tourism attraction that underpins the business success of the entire hospitality and accommodation sector in the city. It should not be unreasonable to expect BHCC to directly support these reasons.

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ORDINARY MEETING OF THE COUNCIL

August 31, 2021

ITEM 7

BROKEN HILL CITY COUNCIL REPORT NO. 157/21

<u>SUBJECT:</u> <u>REVIEW OF AUDIT, RISK AND IMPROVEMENT COMMITTEE</u>

CHARTER AND THE OFFICE OF LOCAL GOVERNMENT CONSULTATION DRAFT GUIDELINES FOR NEW RISK MANAGEMENT AND INTERNAL AUDIT FRAMEWORK FOR

COUNCILS AND JOINT ORGANISATIONS

13/19

Recommendation

- 1. That Broken Hill City Council Report No. 157/21 dated August 31, 2021, be received.
- 2. That Council adopts the reviewed Charter of the Audit, Risk and Improvement Committee.
- 3. That the Office of Local Government draft guidelines for new risk management and internal audit framework for Councils and Joint Organisations be received and noted.
- 4. That Council's Audit, Risk and Improvement Committee formulate a submission to the Office of Local Government for presentation to Council for adoption.
- 5. That Council's submission be forwarded to the Office of Local Government prior to 26 November 2021.

Executive Summary:

The Audit, Risk and Improvement Committee conducted the biennial review of its Charter at its meeting held 19 August 2021 and endorsed the Charter for presentation to Council for adoption.

On 24 August 2021, the Office of Local Government (OLG) issued consultation draft Guidelines for new risk management and internal audit framework for Councils and Joint Organisations in NSW.

Consultation on the draft guidelines is open for a three-month period closing 26 November 2021 during which time Council's Audit, Risk and Improvement Committee will review the draft guidelines and formulate a submission to the Office of Local Government.

Report:

Sections 428A and 428B of the Local Government Act 1993 (the Act) have been commenced (transitional provisions of the Local Government Amendment (Governance and Planning) Bill 2016 (NSW) Schedule 1 Amendment of Local Government Act 1993), stipulates that all NSW Councils, County Councils and Joint Organisations must have either appointed an Audit, Risk and Improvement Committee or entered into an arrangement with

another Council or Joint Organisation to share an Audit, Risk and Improvement Committee by 4 June 2022.

The Audit, Risk and Improvement Committee must keep under review the following aspects of the Council's operations:

- (a) compliance,
- (b) risk management,
- (c) fraud control,
- (d) financial management,
- (e) governance,
- (f) implementation of the strategic plan, delivery program and strategies,
- (g) service reviews,
- (h) collection of performance measurement data by the council.
- (i) any other matters prescribed by the regulations.

The Committee is also to provide information to the Council for the purpose of improving the Council's performance of its functions.

Council has been operating an Audit Committee since 2013 following Council's adoption of an Audit Committee Charter on 26 June 2013. The Audit Committee was responsible for providing guidance to Council in relation to the following financial, governance and risk management operations:

- Keep under review the effectiveness of the Council's internal controls and risk management systems;
- 2. Review and recommend the approval, where appropriate, of statements to be included in the Annual Report concerning internal controls and risk management
- 3. Review the effectiveness of the Council's fraud protection and protected disclosure procedures and systems

The Charter of the original Audit Committee was required to be reviewed every two years and the last review of the Charter was adopted by Council on 26 June 2019.

The Committee has evolved into the Audit, Risk and Improvement Committee during its eight years of operation due to the introduction of the *Local Government Amendment* (Governance and Planning) Bill 2016 (NSW).

The current Audit, Risk and Improvement Committee provides information to the Council for the purpose of improving the Council's performance of its functions. The Committee keeps under review the following aspects of Council's operations:

- a) Compliance
- b) Risk Management
- c) Fraud Control
- d) Financial Management
- e) Governance
- f) Implementation of Council's Strategic Plan, Delivery Program and Strategies
- g) Service Reviews
- h) Collection of performance measurement data by Council
- i) Any other matters prescribed by the regulations.

Along with reviewing Council's operations, a number of internal audits have been undertaken over the past few years by an independent auditing firm, under the guidance of the Audit,

Risk and Improvement Committee. The internal audits have reviewed various high-risk functions of Council and recommendations for improvement have been provided to the Audit, Risk and Improvement Committee. Council management is committed to implementing all recommendations put forward to the Committee to enhance the performance of Council's operations and the provision of services to the community.

The Audit, Risk and Improvement Committee conducted the biennial review of its Charter at its meeting held 19 August 2021 where the Committee endorsed the Charter for Council's consideration of adoption (see attached).

Following the Audit, Risk and Improvement Committee Meeting on 19 August 2021, the Office of Local Government issued a Circular to Councils on 24 August 2021, containing the consultation draft guidelines for new risk management and internal audit framework for Councils and Joint Organisations in NSW.

Consultation on the draft guidelines is open for a three-month period closing 26 November 2021 during which time Council's Audit. Risk and Improvement Committee will review the draft guidelines and formulate a submission to the Office of Local Government for adoption by Council.

The consultation draft guidelines are attached for Council's information.

Community Engagement:

Nil

Strategic Direction:

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

Relevant Legislation:

Section 428A, Local Government Act 1993 Local Government Amendment (Governance and Planning) Bill 2016 (NSW) Schedule 1

Amendment of Local Government Act 1993

Financial Implications:

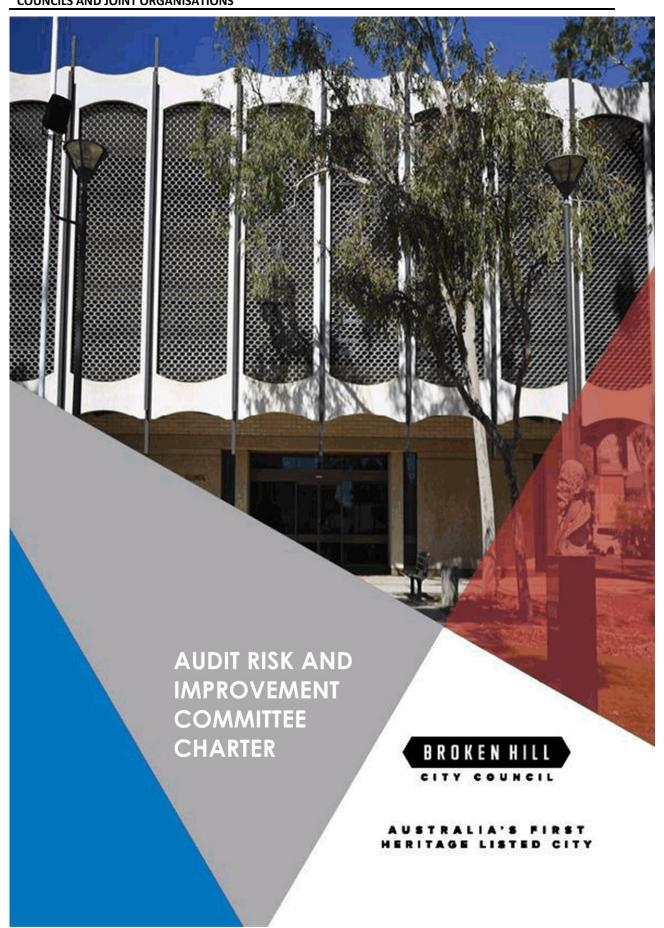
Nil Council's ongoing budget contains an allocation for the operation of an Audit, Risk and Improvement Committee

Attachments

- 1. Audit, Risk and Improvement Committee Charter
- 2. OLG Circular to Councils 21-26 - new risk management and internal audit
- framework for Councils and Joint Organisations in NSW Û
- 3. OLG Summary Guide for new risk management and internal audit framework for
- Councils and Joint Organisations in NSW Û
- 4. OLG Draft Guidelines - new risk management and internal audit framework for
- Councils and Joint Organisations in NSW

JAY NANKIVELL

GENERAL MANAGER





QUALITY CONTROL					
KEY DIRECTION	4. Our Leade	rship			
OBJECTIVE	4.1 Openness of	and transparency	in decision	n making	
STRATEGY	4.1.1 Support the	e organisation to o	perate its	legal framework	
FUNCTION	Leadership and	Governance			
FILE REFERENCE	13/19	EDRMS NUMBER	D18/4928	35	
RESPONSIBLE OFFICER	General Manager				
REVIEW DATE	August 2021				
DATE	ACTION MINUTE No.			MINUTE No.	
26/06/2019	Adopted by Co.	uncil	46105		
NOTES	,				
ASSOCIATED DOCUMENTS					

1. OBJECTIVE

The objective of the Broken Hill City Council Audit, Risk and Improvement Committee ('the Committee') is to provide independent advice and assistance to the Broken Hill City Council on financial management, risk management internal controls, governance and external accountability responsibilities.

As per the Local Government Amendment (Governance and Planning) Bill 2016 (NSW) Schedule 1 Amendment of Local Government Act 1993 No 30, Part 4A Internal Audit.

The Committee must keep under review the following aspects of the Council's operations:

- a) Compliance
- b) Risk Management
- c) Fraud Control
- d) Financial Management
- e) Governance
- f) Implementation of the strategic plan, delivery program and strategies
- g) Service reviews
- h) Collection of performance measurement data by council
- i) Any other matters prescribed by the regulations

The Committee is also to provide information to the Council for the purpose of improving the Council's performance of its functions.

2. AUTHORITY

The Council authorises the Committee, within the scope of its role and responsibilities to:

- Obtain any information it needs from the General Manager or external parties (subject to their legal obligations to protect information).
- Discuss any matters with the External Auditor or other external parties (subject to confidentiality considerations).
- Request the attendance of any employee or Councillor at Committee meetings.
- Obtain external legal or other professional advice considered necessary to meet its responsibilities.

3. COMPOSITION AND TENURE

The Committee will consist of:

3.1 Chair

One of the Independent Members will be appointed by Council for the new Term of the Audit Committee. The Chairperson will be rotated every two (2) years.

3.2 Members (voting)

- Three (3) Councillors
- Two (2) Independent Members

Audit Risk and Improvement Committee Charter

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3.3 Attendee (non-voting)

- · General Manager
- Manager Finance
- Executive Leadership Team
- · Corporate Risk Officer

3.4 Invitees (non-voting) for specific Agenda items

- Representatives of the External Auditor
- Other officers may attend by invitation as requested by the Committee

The Independent members will be appointed for the term of Council, after which they will be eligible for extension or re-appointment following a formal review of their performance.

The members of the Committee, taken collectively, will have a broad range of skills and experience relevant to the operations of the Broken Hill City Council. At least one member of the Committee shall have accounting or related financial management experience, with understanding of accounting and auditing standards in a public sector environment.

4. ROLES AND RESPONSIBILITIES

The Committee has no executive powers, except those expressly provided by the Council.

In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of the Council rests with the Council and the General Manager as defined by the Local Government Act 1993.

The responsibilities of the Committee may be revised or expanded by the Council from time to time.

The Committee's responsibilities are:

4.1 Risk Management

- Review whether management has in place a current and comprehensive management framework and associated procedures for effective identification and management of business and financial risks.
- Review whether a sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings.
- 3. Review the impact of the risk management framework on its control environment and insurance arrangements.
- 4. Review whether a sound and effective approach has been followed in establishing business continuity planning arrangements including whether plans have been tested periodically.
- Review the effectiveness of the Council's fraud protection and protected disclosure procedures and systems.

4.2 Control Framework

- Review whether management has adequate controls in place, including over external parties such as contractors and advisors.
- Review whether management has in place relevant policies and procedures and these are periodically reviewed and updated.

Audit Risk and Improvement Committee Charter

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- Progressively review whether appropriate processes are in place to assess whether policies and procedures are complied with.
- Review whether appropriate policies and procedures are in place for the management and exercise of delegations.
- Review whether management has taken steps to embed a culture which is committed to ethical and lawful behaviour.

4.3 External Accountability

- 1. Review the processes in place designed to ensure financial information included in the annual report is consistent with the signed financial statements.
- 2. Satisfy itself that there are appropriate mechanisms in place to review and implement where appropriate, relevant State Government reports and recommendations.
- 3. Satisfy itself that there is a performance management framework linked to organisational objectives and outcomes.
- Satisfy itself the annual financial reports comply with applicable Australian Accounting Standards, supported by appropriate management sign-off on the statements and the adequacy of controls.
- 5. Review and monitor the delivery of Council's Long Term Financial Plan.

4.4 Legislative Compliance

- 1. Determine whether management has appropriately considered legal and compliance risks as part of risk assessment and management arrangements.
- Review the effectiveness of the system for monitoring compliance with relevant laws, regulations and associated government policies.

4.5 Internal Audit

- 1. Monitor and review the effectiveness of Council's Internal Audit function in the context of the Council's overall risk management system.
- 2. Consider and make recommendations on the Program of the Internal Audit function and the adequacy of its resources and access to information to enable it to perform its function effectively and in accordance with the relevant professional standards.
- 3. Review all reports on the Council's operations from the Internal Auditor.
- 4. Review and monitor management's responsiveness to the findings and recommendations of the Internal Audit function.

4.6 External Audit

- Act as a forum for communication between the Council, General Manager, Senior Management, Internal Audit and External Audit.
- Provide input and feedback on the financial statements and performance audit coverage proposed by External Audit and provide feedback on the External Audit services provided.
- Satisfy itself that the annual financial reports comply with applicable Australian Accounting Standards and supported by appropriate management sign-off on the statements and the adequacy of internal controls.
- 4. Review all external plans and reports in respect of planned or completed external audits and monitor the implementation of audit recommendations by management.

Audit Risk and Improvement Committee Charter

- Consider significant issues raised in relevant external audit reports and better practice guides, and ensure appropriate action is taken.
- 6. Review the External Management Letter and Audit Opinion, including whether appropriate action has been taken in response to audit recommendations and adjustments.

4.7 Improvement

- 1. Have oversight of the performance improvement functions of the organisation including:
 - a) Reviewing the annual performance of Council against the key performance indicators documented in the Operational Plan and providing advice to the General Manager on the adequacy of Council's performance against these indicators.
 - b) Reviewing Council's community survey and provide advice to the General Manager on the adequacy of Council's performance in terms of community satisfaction.
 - c) Identify and recommending to the General Manager, Council services or business processes that may benefit from review through the Committee's exercise of its functions.

5. RESPONSIBILITIES OF MEMBERS

Members of the Committee are expected to:

- Understand the relevant legislative and regulatory requirements appropriate to the Broken Hill City Council.
- 2. Contribute the time needed to study and understand the papers provided.
- 3. Apply good analytical skills, objectivity and good judgement.
- 4. Express opinions frankly, ask questions that go to the fundamental core of issues and pursue independent lines of enquiry.

6. REPORTING

Minutes and recommendations of the Audit Committee will be referred to the next scheduled ordinary Council meeting.

The Chair of the Audit, Risk and Improvement Committee (or their delegate) may be required to attend this meeting and speak to the recommendations of the Committee.

The Committee may, at any time, consider any other matter it deems of sufficient importance to do so. In addition, at any time, an individual Committee member may request a meeting with the Chair of the Committee.

7. ADMINISTRATIVE ARRANGEMENTS

7.1 Meetings

The Committee will meet at least four (4) times per year, with one (1) of these meetings to include review and endorsement of the Annual Audited Financial Reports and External Audit Opinion.

All meetings will be held in Broken Hill.

The need for additional meetings will be decided by the Chair of the Committee, though other Committee members may make requests to the Chair for additional meetings. Additional meetings may be held utilising Skype or other technology.

The forward Meeting Plan, including meeting dates and agenda items, will be reviewed each meeting and amended as required. The forward Meeting Plan will cover all Committee responsibilities as detailed in this Audit, Risk and Improvement Committee Charter.

Audit Risk and Improvement Committee Charter

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7.2 Quorum

A quorum will consist of a majority of Committee Members, including at least one independent member. Meetings can be held in person, by telephone or by video conference.

7.3 Meeting Procedures

Meetings of the Audit, Risk and Improvement Committee will be held in accordance with the Council's Code of Meeting Practice, including the ability to exclude the public and management from meetings.

Decisions will be made by consensus.

7.4 Secretariat

A secretary will be appointed to provide adequate secretariat support to the Committee. The Secretariat will ensure the agenda for each meeting and supporting Business Papers are circulated, at least one (1) week before the meeting, and ensure minutes of the meeting are prepared and maintained.

Minutes shall be approved by the Chair and circulated to each member within three (3) weeks of the meeting being held.

7.5 Conflict of Interests

Councillors, Council Staff and members of Council Committees must comply with the applicable provisions of Council's Code of Conduct in carrying out the functions as Council Officials. It is the personal responsibility of Council Officials to comply with the standards in the Code of Conduct and regularly review their personal circumstances with this in mind.

Committee members must declare any conflict of interests at the start of each meeting or before discussions of a relevant agenda item or topic. Details of any conflicts of interest should be appropriately minuted.

Where members or invitees at Committee meetings are deemed to have a real or perceived conflict of interest, it may be appropriate they be excused from Committee deliberations on the issue where the conflict of interest may exist. The final arbiter of such a decision is the Chair of the Committee.

7.6 Induction

New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

7.7 Assessment Arrangements

The Chair of the Committee will initiate a review of the performance of the Committee at least once every two (2) years. The review will be conducted on a self- assessment basis (unless otherwise determined by the Chair), with appropriate input from management and any other relevant stakeholders, as determined by the Chair.

7.8 Review of the Audit, Risk and Improvement Committee Charter

At least once every two (2) years the Audit, Risk and Improvement Committee will review this Audit, Risk and Improvement Committee Charter.

Audit Risk and Improvement Committee Charter



Circular to Councils

Circular Details	21-26 / 24 August 2021 / A572161
Previous Circular	19-20 A new internal audit and risk management framework for
	local councils in NSW – release of discussion paper
Who should read this	General Managers / Councillors / Council governance staff /
	Audit, risk and improvement committee members and internal audit personnel
	· '
Contact	Council Governance / (02) 4428 4100 / olg@olg.nsw.gov.au
Action required	Response to OLG

New risk management and internal audit framework for councils and joint organisations

What's new or changing

- Sections 428A and 428B of the Local Government Act 1993 (the Act) have been commenced. Under section 428A, all councils (including county councils) and joint organisations are required to have an audit risk and improvement committee (ARIC). Councils and joint organisations are permitted under section 428B to enter into arrangements with other councils or joint organisations to share ARICs.
- Under the transitional provisions of the Act, all councils (including county councils) and joint organisations must have either appointed an ARIC or entered into an arrangement with another council or joint organisation to share an ARIC before 4 June 2022.
- The Office of Local Government (OLG) will be issuing Guidelines for Risk Management and Internal Audit for Local Councils in NSW to guide the operations of ARICs and to require councils to have a risk management framework and internal audit function to support and inform their operations.
- OLG has issued a draft of the Guidelines for a three-month consultation period.
 These have been developed based on the feedback received in response to OLG's New Risk Management and Internal Audit Framework for Local Councils in NSW discussion paper issued in September 2019.
- Councils, ARIC members and internal audit practitioners are encouraged to provide comment on the draft Guidelines.

What this will mean for your council

- As of 4 June 2022, all councils (including county councils) and joint organisations must have an ARIC. As noted above, councils and joint organisations may enter into arrangements to share ARICs.
- Most councils already have an ARIC and will not need to take any further action to comply with section 428A.
- Councils or joint organisations that do not currently have an ARIC should take immediate steps to ensure they have one before 4 June 2022. This may include talking to a neighbouring council or their joint organisation about entering into an arrangement to share an ARIC.

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

- Under the proposed Guidelines, councils and joint organisations are not required to establish a risk management framework and internal audit function that complies with the Guidelines until 30 June 2024. However, councils and joint organisations should start taking steps to establish a risk management framework and internal audit function or to transition their existing risk management and internal audit arrangements to comply with the Guidelines.
- The proposed Guidelines set out membership requirements for ARICs. Councils and joint organisations are not required to comply with these requirements until June 2027. This will allow councils and joint organisations five years to transition the membership of their existing ARICs to comply with the new requirements.
- The proposed Guidelines are available on OLG's website at here. Information about the changes to the original model proposed in the discussion paper is also available on OLG's website.
- OLG is seeking the views of councils and others on the proposed Guidelines.
 Councils should inform their ARICs about the draft Guidelines to give ARIC members the opportunity to provide comment or to have input into the council's comment on the draft Guidelines.
- Submissions may be made to <u>olg@olg.nsw.gov.au</u>, labelled 'Draft risk management and internal audit guidelines' and marked to the attention of OLG's Council Governance Team.
- Submissions should be made before COB 26 November 2021.

Key points

- Under section 428A of the Act, councils and joint organisations must appoint an ARIC to keep under review the following aspects of their operations:
 - o compliance,
 - o risk management,
 - o fraud control,
 - o financial management,
 - o governance,
 - implementation of the community strategic plan, delivery program and strategies,
 - o service reviews,
 - o collection of performance measurement data by the council,
 - o any other matters prescribed by the regulations.
- ARICs must also provide information to councils and joint organisations for the purpose of improving their performance.

Where to go for further information

- The draft Guidelines and a summary of the changes to the previously proposed model are available on OLG's website at www.olg.nsw.gov.au.
- For further information please contact the Council Governance Team on 02 4428 4100 or by email at olg@olg.nsw.gov.au.

Kiersten Fishburn Coordinator-General Planning Delivery and Local Government

Office of Local Government
5 O'Keefe Avenue NOWRA NSW 2541
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T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209
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Attachment 3
OLG Summary Guide for new risk
management and internal audit
framework for Councils and Joint
Organisations in NSW

Summary of changes to the proposed new risk management and internal audit framework in response to submissions

Audit, Risk and Improvement Committees (ARIC)

- More 'principles-based' approach to reduce prescription and assist councils and ARICs to focus on desired outcomes
- New tiered ARIC model for metropolitan, regional and rural/remote councils and joint
 organisations and county councils with reduced prequalification requirements to better reflect the
 different needs of councils and their ability to attract ARIC members
 - → enables a mix of prequalified, non-prequalified, independent and councillor members
 - → new eligibility criteria for non-prequalified and councillor members
- More flexibility in ARICs' role:
 - → ARIC provides limited assurance rather than full assurance role and reporting terminology changed to reflect this
 - → ARIC reviews all matters listed in s428A of the Local Government Act 1993 over the council term, rather than annually, and focuses on systems/controls in place
 - → more flexibility for councils to shape ARICs' role depending on council needs
- More information about ARICs' new assurance role in relation to integrated planning and reporting, service delivery and performance measurement
- Clearer links between the ARIC and the governing body to ensure the governing body receives maximum value from ARIC's expertise:
 - → workplans developed by ARIC and noted by the governing body
 - → new annual and four-yearly assurance meetings between the ARIC and governing body to discuss ARIC opinions, workplans, charter, terms of reference etc
 - → councils can appoint a non-voting councillor member to their ARIC (optional)
- Reduced ARIC costs:
 - → ARIC member fees at council's discretion
 - → reduced external review requirements
- · Revised term limits to make it easier to appoint ARIC members:
 - → ARIC member terms coincide with council terms
 - → longer maximum terms
 - → possible exemption from term limits where a tier 1 council can't find new ARIC members
- New information about ARICs' role and key relationships with other stakeholders
- ARIC members can have more local government experience:
 - → some independence requirements reduced
 - → new ability to allow local community perspective/knowledge as a criteria for appointment to an ARIC
- Stronger ARIC member appointment and induction processes
- Enhanced leadership role for the chair over the ARIC and ARIC meetings
- More flexibility for councils regarding confidentiality of ARIC agendas and minutes
- ARIC given unrestricted access to general manager and senior staff only access to other staff requires general manager's approval

 New 'further resources' section that provides examples/templates/information regarding implementation of ARICs

Risk management

- More 'principles-based' approach to remove prescription and assist councils to focus on desired outcomes
- Clarification on how risk management requirements apply to joint organisations and county councils, and the role of internal audit and ARICs in risk management
- · New ability for shared arrangements for county councils and joint organisations to reduce costs
- More flexibility in implementation and workforce resourcing:
 - risk management refocused as a 'function' rather than a dedicated position so it can be shared with other council roles and fit into council's existing organisational structure
 - → general manager can delegate risk management to any staff member
 - → removed need for responsibilities to be included in senior staff contracts
- · More accountability by the council to the governing body and ARIC for risk management:
 - → ARIC reviews risk management framework each council term highest risks reviewed as required
 - → effectiveness of risk management framework formally discussed with the governing body and ARIC annually and each council term
- New 'further resources' section that provides examples/templates/information regarding risk management implementation

Internal audit

- More 'principles-based' approach to remove prescription and assist councils to focus on desired outcomes
- Clarification of dual reporting line to the ARIC and general manager
- More flexibility to implement the internal audit function within council's existing organisational structure and attract internal audit staff:
 - → new tiered model for in-house and outsourced internal audit functions to reflect practical requirements of councils and the varied roles required of the head of internal audit function in different councils
 - → specific role title for the head of the internal audit function removed
 - → internal audit function can report to a staff member other than the general manager
 - → detailed eligibility criteria for internal audit staff replaced with requirement that they be able to fulfil their role
 - → ability to combine head of internal audit function role with any other role in council provided safeguards are met
- · Shared arrangements simplified:
 - → oversight by councillor committee and administrative committee removed
 - → prescription of practical arrangements removed
- New ability for ARIC Chair to refuse a person's future access to internal audit information where they make unauthorised discloses of internal audit information

Attachment 3
OLG Summary Guide for new risk
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- Performance review process streamlined to reduce costs:
 - → removed annual review report by head of internal audit function to ARIC
 - → ARIC conducts annual and four-yearly strategic assessment of internal audit function
- New 'further resources' section provides templates, examples, checklists, tools etc that can be
 used when performing audits and assessing the performance of the internal audit function

Attestation

- · Annual attestation to key non-negotiable requirements of the Guidelines
- General manager to consult with ARIC on annual attestation before it is published (co-signing removed)
- Increased accountability and transparency:
 - → Department of Planning, Industry and Environment's response to attestation exemption to be published in annual report
 - → ARIC member details to be published in attestation certificate
 - → Attestation certificate template clarifies what councils are attesting to

Implementation timeline

- All councils must appoint an ARIC from 4 June 2022
- All councils have until 2024 to establish their risk management framework and internal audit function – attestation commences 2024
- Councils have until 2027 to ensure ARIC membership complies with the Guidelines, allowing councils to transition into the new membership requirements as and when membership of existing ARICs expire – attestation commences 2027

Attachment 4
OLG Draft Guidelines - new risk
management and internal audit
framework for Councils and Joint
Organisations in NSW

RISK MANAGEMENT AND INTERNAL AUDIT for local councils in NSW

Guidelines

August 2021





Attachment 4
OLG Draft Guidelines - new risk
management and internal audit
framework for Councils and Joint
Organisations in NSW

GUIDELINES FOR RISK MANAGEMENT AND INTERNAL AUDIT FOR LOCAL COUNCILS IN NSW

2021

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Background

Background

The Local Government Act 1993 ('Local Government Act') and the Local Government (General) Regulation 2005 ('Local Government Regulation') require each council in NSW to have:

- an audit, risk and improvement committee that continuously reviews and provides independent advice to the council on how it is functioning and managing risk
- a robust risk management framework that accurately identifies and mitigates the risks facing the council and its operations, and
- an effective internal audit function that provides independent advice as to whether the council is functioning effectively and the council's internal controls to manage risk are working.

These three mandatory governance mechanisms are a vital part of the NSW Government's plan to ensure that councils are doing things the best way they can for their communities and are on track to delivering their community's goals and objectives.

Communities themselves will ultimately be the greatest beneficiaries.

If implemented effectively, audit, risk and improvement committees, risk management and internal audit will lead to councils:

- achieving their strategic objectives in the most efficient, effective and economical manner
- → having better and more efficient levels of service delivery
- having increased accountability and transparency
- achieving better decision-making and having the confidence to make difficult decisions
- → having increased financial stability
- achieving and maintaining compliance with all laws, regulations, internal policies and procedures, and
- → better safeguarding their public assets.

Purpose

These guidelines have been developed to assist councils, county councils and joint organisations to comply with statutory requirements under the Local Government Act and Local Government Regulation.

They also seek to strengthen risk management and internal audit practices in NSW councils by setting a minimum standard that reflects a 'best practice' approach.

The Guidelines have been issued under the Local Government Regulation (clause #tbc) which confers on the Secretary of the Department of Planning, Industry and Environment, ('Secretary DPIE'), the power to issue guidelines on the appointment and operation of audit, risk and improvement committees and the implementation by councils, county councils and joint organisations of risk management and internal audit activities.

Councils are required under the Local Government Regulation to comply with these Guidelines when establishing and operating their audit, risk and improvement committees, risk management framework and internal audit functions.

They replace the NSW Government's *Internal Audit Guidelines for Local Government in NSW* issued in 2010.

The three core requirements outlined in the Guidelines reflect international standards and the recommendations and opinions of internal audit practitioners, councils, councillors, audit, risk and improvement committee members, risk management practitioners, government agencies, experts and community members.

They are also informed by practices in other Australian jurisdictions and give effect to the recommendations of the:

 Independent Commission Against Corruption in its inquiries into Burwood Council (2011) and Botany Bay Council (2017)

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- Local Government Acts Taskforce in its review of the Local Government Act 1993 (2013)
- Independent Local Government Review Panel in its Revitalising Local Government inquiry (2013), and
- various performance audits and other reviews conducted by the NSW Auditor-General since 2010.

Based on these recommendations:

- the core requirements outlined in the Guidelines relating to the operation of a council's audit, risk and improvement committee have been modelled on the Internal Audit and Risk Management Policy for the General Government Sector (TPP 20-08) developed by NSW Treasury and best practice in the public and private sectors
- the core requirements relating to risk management have been modelled on the current Australian risk management standard, AS/NZS ISO 31000:2018 Risk Management – Guidelines, and
- → the core requirements relating to a council's internal audit function have been modelled on the Institute of Internal Auditors (IIA) International Standards for the Professional Practice of Internal Auditing (the 'International Professional Practices Framework') and best practice in the public and private sectors.

The framework balances these professional standards and best practice approaches with the unique structure, needs and operating environments of metropolitan, regional and rural councils, county councils and joint organisations across NSW.

The release of these Guidelines follows an extensive consultation process. The Office of Local Government thanks all the individuals, councils and bodies involved in the development of the risk management and internal audit regulatory framework.

Further resources

There has been a wide range of information and guidance developed in recent times by government agencies, experts, practitioners and other bodies to help organisations establish effective audit, risk and improvement committees, risk management frameworks and internal audit functions.

As a starting point, a list of further resources has been included at the end of each core requirement. These resources provide practical information and tools such as examples, templates, checklists and sample documents that councils may find useful when implementing these Guidelines.

Terminology

When a joint organisation is applying these Guidelines, it should substitute the term "council" for "joint organisation", "governing body" for "board", "chairperson" for 'mayor". "voting representative" for "councillor" and "executive officer" for "general manager" and "annual report" for "annual performance statement", where appropriate.

Where a county council is applying these guidelines, it should substitute the terms "county council" for "council" and "member" for "councillor", where appropriate.

Statutory framework

The Local Government Act and Local Government Regulation provide the statutory foundations and prescribe the desired outcomes for councils' audit, risk and improvement committees, risk management frameworks and internal audit functions.

Relevant provisions of the Local Government Act and Local Government Regulation are detailed below.

Guiding principles of local government

The guiding principles of the Local Government Act (sections 8A, 8B and 8C) require each council to carry out its functions in a way that provides the best possible value for residents and ratepayers.

The guiding principles also specify that councils are to:

- → spend money responsibly and sustainably, and align general revenue and expenses
- invest in responsible and sustainable infrastructure for the benefit of the local community
- effectively manage their finances and assets and have sound policies and processes for performance management and reporting, asset maintenance and enhancement, funding decisions, and risk management practices
- ensure the current generation funds the cost of its services and achieves intergenerational equity, and
- → manage risks to the local community, area or council effectively and proactively.

Role of the governing body

To achieve these guiding principles, the Local Government Act (section 223) provides that the role and responsibilities of the governing body include:

 directing and controlling the affairs of the council in accordance with the Local Government Act

- ensuring, as far as possible, the financial sustainability of the council
- ensuring, as far as possible, that the council complies with the guiding principles of the Local Government Act
- keeping the performance of the council under review
- making the decisions necessary to ensure the council properly exercises its regulatory functions, and
- being responsible for ensuring that the council acts honestly, efficiently and appropriately.

Role of the general manager

The Local Government Act (section 335) provides that the general manager is responsible for:

- conducting the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council – this includes establishing the council's organisational structure and appointing and dismissing council staff (section 332)
- implementing, without undue delay, the lawful decisions of the council
- advising the governing body on the development and implementation of the council's plans, programs, strategies and policies, and
- ensuring that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions.

The Local Government Regulation (clause 209) also requires the general manager to ensure that:

- the council complies with all legal financial obligations, including the keeping of accounting records
- effective measures are taken to secure the effective, efficient and economical management of financial operations within each division of the council's administration

- authorised and recorded procedures are established to provide effective control over the council's assets, liabilities, revenue and expenditure and secure the accuracy of the accounting records, and
- lines of authority and the responsibilities of members of the council's staff for related tasks are clearly defined.

Role of a joint organisation

The Local Government Act establishes joint organisations as a strategic regional body of councils.

The role and responsibilities of a joint organisation under the Local Government Act (section 400R) are to:

- establish regional priorities for the joint organisation area and strategies and plans to deliver these priorities
- provide regional leadership for the joint organisation area and advocate for strategic regional priorities, and
- → identify and take-up opportunities for intergovernmental cooperation.

Joint organisations also deliver services and provide assistance to, or on behalf of, councils, and councils are able to delegate certain functions to their joint organisation (sections 355, 379 and 400S).

The Local Government Act (section 400Y) provides that the Executive officer of a joint organisation is to:

- conduct the day-to-day management of the joint organisation in accordance with the strategic regional priorities and other plans, programs, strategies and policies of the organisation, and
- → appoint, direct and dismiss staff.

Audit, risk and improvement committee

The Local Government Act (section 428A) requires each council to establish an audit, risk and improvement committee to continuously

review and provide independent advice to the general manager and the governing body of the council on:

- whether the council is complying with all necessary legislation, regulations and other legal requirements
- the adequacy and effectiveness of the council's risk management framework, fraud and corruption prevention activities, financial management processes, and the council's financial position and performance
- → the council's governance arrangements
- the achievement by the council of the goals set out in the council's community strategic plan, delivery program, operational plan and other strategies
- how the council delivers local services and how it could improve the performance of its functions more generally
- the collection of performance measurement data by the council, and
- any other matters prescribed by the Local Government Regulation (including internal audit).

The Local Government Act (section 428B) allows councils to establish a joint audit, risk and improvement committee with other councils including through joint or regional organisations of councils.

The Local Government Regulation (clause #thc):

- requires each council to appoint an audit, risk and improvement committee comprising of a chair and two or more other persons as specified by these Guidelines
- allows councils and joint organisations to share committees
- requires the Chair and other members of an audit, risk and improvement committee to satisfy the eligibility requirements outlined in these Guidelines
- allows councils to appoint a councillor who satisfies the eligibility requirements outlined in these Guidelines as a nonvoting member of its committee
- allows joint organisations to appoint a voting representative of the board who satisfies the eligibility requirements

- outlined in these Guidelines as a nonvoting member of its committee
- → requires each committee to operate in accordance with terms of reference adopted by the council, based on the approved Model Terms of Reference contained in these Guidelines, and
- → requires councils to provide their committee with direct and unrestricted access to the general manager and other senior staff and any information and resources necessary to undertake its role.

For the purposes of section 428A(2)(i) of the Local Government Act, councils' and joint organisations' audit risk and review committees are to also keep internal audit activities under review.

The requirements for audit, risk and improvement committees in these Guidelines are detailed in core requirement 1.

Risk management

The Local Government Regulation (clause #tbc) requires each council and joint organisation to implement a risk management framework that is consistent with the requirements specified in these Guidelines.

A council's general manager or a joint organisation's executive officer has overall responsibility for the implementation of the council's or joint organisations' risk management framework.

A council's audit, risk and improvement committee is to review and provide independent advice to the council on the implementation of its risk management framework under section 428A(2)(b) of the Local Government Act.

The requirements for risk management in these Guidelines are detailed in core requirement 2.

Internal audit

The Local Government Regulation (clause #tbc):

- requires each council's internal audit activities to operate in accordance with a charter adopted by the council, based on the approved Model Internal Audit Charter contained in these Guidelines
- allows councils and joint organisations to share the performance of internal audit activities
- specifies that a council's audit, risk and improvement committee is to oversee the council's internal audit activities
- requires that a member of the council's staff is appointed to direct internal audit activities – for shared arrangements this can be a staff member of one of the participating councils or joint organisation in the shared arrangement
- requires this member of staff to report only to the audit, risk and improvement committee regarding internal audit activities
- requires the general manager to consider the views of the chair of the council's audit, risk and improvement committee before making any decision affecting the employment of the staff member appointed to direct internal audit activities, and
- requires the audit, risk and improvement committee to review the performance and efficacy of the council's internal audit activities once each council term and report to the governing body of the council on the outcome of its review and make recommendations.

The requirements for internal audit in these Guidelines are detailed in core requirement 3.

Annual attestation

The Local Government Regulation (clause #tbc) requires the general manager of a council or the executive officer of a joint organisation to publish each year an attestation statement in the council's or joint organisation's annual report indicating whether, during the preceding financial year, the council's or joint organisation's audit, risk and improvement committee, risk management framework and

internal audit function complied with these Guidelines.

An attestation certificate template is provided at **Appendix 1** and attestation requirements are highlighted with this symbol throughout these Guidelines.



The details of each member of the council's audit, risk and improvement committee must also be included in the attestation statement.

This is to ensure that the council takes independent assurance and risk management seriously and is accountable to the community for how it has implemented these requirements.

Compliance status is to be self-assessed by the general manager, in consultation with the audit, risk and improvement committee.

The general manager or executive officer must consider the views of the chair of the council's or joint organisation's audit risk and improvement committee on the content of the attestation statement when preparing the statement.

If the chair disagrees with the content of the attestation statement prepared by the general manager or executive officer, they may prepare their own report and submit this to the Secretary DPIE.

Exemptions

There may be times where a council or joint organisation will not be able to comply with all requirements relating to its audit, risk and improvement committee, risk management framework or internal audit function.

In these circumstances, the Local Government Regulation (clause #tbc) confers on the Secretary DPIE the power to exempt the council or joint organisation from compliance with a requirement under these Guidelines where the council or joint organisation requests such an exemption. The Secretary DPIIE may grant an exemption where they are satisfied that:

- the council or joint organisation cannot comply with the requirement because of temporary extenuating circumstances or resourcing constraints that will significantly impact the council's or joint organisation's budget
- the council or joint organisation is not able to enter into an agreement with another council to share the performance of internal audit activities, and
- current or proposed alternative arrangements will achieve outcomes equivalent to the requirement under these Guidelines.

Under the Local Government Regulation, a council's application to the Secretary for an exemption must be in the form and contain the information specified in these Guidelines.

Where the Secretary exempts a council from a requirement under these Guidelines, the council must publish the Secretary's approval for the exemption in their annual report.

A council is not prevented from applying for a further exemption when a previous exemption expires.

Accountability

Councils that are non-compliant with statutory requirements and are not granted an exemption may face enforcement action under the Local Government Act.

Monitoring

The NSW Auditor-General may undertake an assurance role in monitoring council's compliance with the core requirements outlined in the Local Government Act, Local Government Regulation and these Guidelines.

This may include conducting sector-wide performance audits, or compliance audits of individual councils and undertaking reviews of the statutory exemptions granted by the Secretary DPIE.

Core requirement 1:

Audit, risk and improvement committee

→ Each council and joint organisation has an audit, risk and improvement committee that reviews the matters referred to in section 428A of the Local Government Act



Guiding principles for audit, risk and improvement committees

- An audit, risk and improvement committee is independent of the council
- The committee is equipped with the relevant expertise and has the access to council resources and information necessary to fulfil its role and responsibilities effectively
- Each council receives relevant and timely advice and assurance from the committee on the matters listed in section 428A of the Local Government Act
- The work of the committee is thoroughly planned and executed, risk-based and linked to the council's strategic goals
- The committee adds value to the council and is held accountable by the governing body for its performance
- The council is accountable to the community for complying with statutory requirements relating to the committee.

Role and functions

Under section 428A of the Local Government Act, each council (including county councils and joint organisations) must have an audit, risk and improvement committee to independently review and advise on the following aspects of the council's operations:

- (a) compliance
- (b) risk management
- (c) fraud control
- (d) financial management
- (e) governance
- (f) implementation of the strategic plan, delivery program and strategies
- (g) service reviews
- (h) collection of performance measurement data by the council, and
- (i) any other matters prescribed by the regulation.

The Committee must also provide information to the council for the purpose of improving the council's performance of its functions.

The Local Government Regulation (clause #tbc) also requires a council's audit, risk and improvement committee to review and provide advice on the council's internal audit activities.

The audit, risk and improvement committee's role also extends to any entities established by or operated by the council.

The exact nature of each audit, risk and improvement committee's role and the specific activities it reviews on behalf of a council under section 428A of the Local Government Act will vary depending on the council's needs, risks and business functions.

These activities are to be agreed by the audit, risk and improvement committee and the council during the development of the committee's terms of reference. Suggested activities are provided in **Appendix 2**.

Level of assurance

Audit, risk and improvement committees are to have an advisory and assurance role only. They are to exercise no administrative functions, delegated financial responsibilities or any management functions for a council.

It is expected that each audit, risk and improvement committee will provide independent advice to the council that is informed by the council's internal audit and risk management activities and information and advice provided by council staff, relevant external bodies and other subject matter experts.

Workplans

Strategic work plan

It is essential that the work of the audit, risk and improvement committee is thoroughly planned and executed to ensure that no council activity or function is missed by the committee and that councils receive value for money from their assurance investment.

A council's audit, risk and improvement committee must develop a strategic plan every four years to ensure that all the matters listed in section 428A of the Local Government Act are reviewed by the committee and internal audit function over each council term.

The plan must be developed by the audit, risk and improvement committee in consultation with the governing body, general manager, the head of the internal audit function and senior managers (where appropriate) and adopted by the governing body of the council at the start of the council term.

To maintain the independence of the audit, risk and improvement committee, the governing body of the council must be careful when adopting the strategic workplan not to direct the committee's work over the council term.

Content

The nature of the strategic plan will be commensurate with the size and complexity of the council, as well as the council's risk profile, and consistent with the requirements of the International Professional Practices Framework.

At a minimum, it should document:

- the goals and expected outcomes of the audit, risk and improvement committee for the council term
- key organisational issues and risks faced by the council and how the committee will review these, and
- key performance indicators to measure progress across council terms.

When developing the council's strategic workplan, the audit, risk and improvement committee should consider at a minimum:

- → the council's strategic objectives
- → risks facing the council
- the work of other review activities or functions (for example, external and

- performance audits, and reviews or audits by other government agencies)
- an assurance map of the council's assurance activities which may assist to determine where the Committee's and internal audit function's work should focus, and
- → stakeholder expectations.

There should also be sufficient flexibility in the strategic plan to accommodate the need for additional audits on emerging risks from time to time.

The audit, risk and improvement committee may, in consultation with the council's governing body, vary the strategic work plan at any time to address new or emerging risks.

The governing body of the council may also, by resolution, request the committee to approve a variation to the strategic work plan. However, any decision to vary the strategic work plan will rest with the committee.

When considering whether to vary the strategic work plan, the committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the strategic workplan.

Review

The audit, risk and improvement committee must review the four-year strategic plan at least annually to ensure that it is dynamic, relevant and aligns with the council's risk profile.

This will also ensure that the council remains on track with its audits and any slippage in progress can be quickly addressed.

Annual work plan

A council's audit, risk and improvement committee must develop an annual work plan to guide its work over the forward year.



The annual work plan must be developed by the audit, risk and improvement committee in consultation with the governing body, general manager, head of the internal audit function and senior managers (where appropriate).

The annual work plan must be consistent with the requirements of the International Professional Practices Framework and identify:

- the internal audits that will be carried out during the year to support the work of the audit, risk and improvement committee
- → the key goals, objectives and scope of the proposed audits
- → the resources needed for each audit (for example, staffing, budget, technology), and
- key performance indicators to measure annual progress against.

The annual work plan must be flexible enough to allow it to be reviewed and adjusted as necessary throughout the year in response to any changes to the council's risks or operations.

The audit, risk and improvement committee may, in consultation with the council's governing body vary the annual work plan to address new or emerging risks.

The governing body of the council may also, by resolution, request the committee to approve a variation to the annual work plan. However, any decision to vary the annual work plan will rest with the committee.

When considering whether to vary the annual work plan, the committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the annual work plan.

Performance measurement

The performance of each council's audit, risk and improvement committee and internal audit function, as well as the council, must be able to be assessed to measure progress and improvement.

The audit, risk and improvement committee must establish key performance indicators for

the councils strategic four-yearly workplan and annual work plan to enable the council to gauge the:

- performance of the Committee and internal audit function and the value they are providing the council, and
- → council's performance regarding the matters listed in s428A so that the council can assess whether it is improving each council term in these areas.

These key performance indicators are to be reviewed and reset by the audit, risk and improvement committee for each annual work plan and strategic four-yearly work plan to ensure they reflect the changing needs of the council and the increased capacity of the Committee and internal audit function as they mature.

The general manager, in consultation with the audit, risk and improvement committee, must ensure that a data collection or performance management system is established and maintained to collect the data needed to measure progress against these key performance indicators.

Providing advice to the governing body

Quarterly updates

Ongoing reporting by the audit, risk and improvement committee to the governing body (and general manager) is essential for accountability and will ensure that the governing body is kept abreast of matters considered by the Committee and any emerging issues that may influence the strategic direction of the council or the achievement of the council's goals and objectives.

It will also ensure strong linkages between the audit, risk and improvement committee, the governing body and the general manager and lead to a better functioning assurance mechanism.

The audit, risk and improvement committee must provide an update to the governing body of the council of its activities and opinions after every committee meeting.

The audit, risk and improvement committee must also provide its quarterly update to the general manager to ensure they are kept abreast of issues raised and can answer any questions the governing body may have about the committee's opinions and recommendations.

The mayor can request to meet with the Chair of the audit, risk and improvement committee at any time to discuss any issues relating to the work of the committee during the quarter.

The chair of the audit, risk and improvement committee can also request to meet with the mayor at any time.

Content

The nature and content of the audit, risk and improvement committee's quarterly updates is to be determined by the governing body and the committee.

It could simply be providing a copy of the audit, risk and improvement committee's meeting minutes to the governing body if appropriate, or something more formal such as a report for noting by the governing body, or a face-to-face meeting between the committee, governing body and general manager to discuss important issues that have been identified.

Whatever the nature and form the update takes, the governing body and general manager must be advised, at a minimum, of:

- → any formal resolutions of the audit, risk and improvement committee
- the committee's assessment of any audits conducted, including any breaches or lack of controls that require an immediate response from the council
- → progress on the implementation of corrective actions
- opportunities for longer-term improvement, and

→ any key opinions or 'take-outs' from the committee's meeting.

Should the governing body require additional information, a request for the information may be made to the Chair by resolution. The Chair may only provide the information requested by the governing body where the Chair is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the Local Government Act.

Individual councillors are not entitled to request or receive information from the Committee.

Annual assessment

A council's audit, risk and improvement committee must provide an annual assessment to the governing body each year.



This will ensure that the governing body of the council is fully informed of the audit, risk and improvement committee's work and its opinion on how council is performing.

The annual assessment must include:

- a summary and assessment of the work the audit, risk and improvement committee performed to discharge its responsibilities during the preceding year
- an overview and assessment of the work of the internal audit function
- → progress against key performance indicators
- advice on the appropriateness of the committee's terms of reference
- → an independent assessment and advice on the matters considered by the committee during the year that, in the committee's opinion, and based on the level of risk facing the council, the governing body should be informed of, and
- → other views or opinions of the council that the committee wishes to impart.

Before providing their annual assessment to the governing body, the audit, risk and improvement committee must provide a copy of its annual assessment report to the general manager to enable them to develop an action plan to address any issues identified.

Both the audit, risk and improvement committee's annual assessment and the general manager's action plan can then be considered jointly by the governing body at an annual assurance meeting with the committee and the general manager.

Annual assurance meeting

It would be beneficial for the audit, risk and improvement committee, governing body and general manager to come together annually to discuss the committee's annual assessment of the council, how the council proposes to respond to the committee's recommendations for corrective actions and other important internal audit and risk management matters.

The governing body may wish to hold an extraordinary or additional meeting each year for this purpose.

The annual assurance meeting should also discuss:

- the audit, risk and improvement committee's annual plan and review priorities for the upcoming year, for the approval via resolution of the governing body
- any resourcing issues for the internal audit or risk management functions that the committee considers the governing body should be informed of
- any updated committee terms of reference, for approval via resolution by the governing body, and
- the general manager's annual assessment of the council's risk management function (see core requirement 2).

The mayor, chair of the audit, risk and improvement committee and general manager can invite observers or other participants to the meeting where appropriate.

Strategic assessment

A council's audit, risk and improvement committee must provide to the governing body of the council a comprehensive independent assessment every council term (i.e. four years) of all the matters listed in section 428A of the Local Government Act.

This will ensure that the governing body of the council is fully informed of the council's performance in relation to the matters specified in section 428A of the Local Government Act and what corrective actions are required to address any issues identified.

It will also provide the governing body with essential information that will assist with strategic decision-making and resource allocation during the next council term.

Before providing their strategic assessment to the governing body, the audit, risk and improvement committee must provide a copy of its report to the general manager to enable the general manager to develop an action plan to address any issues identified during the next council term.

Given the audit, risk and improvement committee's functional responsibility for the internal audit function of the council, the committee must also develop an action plan for the governing body to address any internal audit issues identified by the Committee.

The audit, risk and improvement committee's strategic assessment and the action plans can be considered jointly by the governing body at a strategic assurance meeting held every four years.

Strategic assurance meeting

It would be beneficial for the audit, risk and improvement committee, governing body and general manager to come together at the close of the council term or commencement of the new council term to discuss the committee's strategic assessment of the council, how the council proposes to responds to the committee's recommendations during the next

council term and any other important internal audit and risk management issues.

This discussion can also inform the strategic plans to be made through the integrated planning and reporting process for the next council term.

The governing body may wish to hold an extraordinary or additional meeting for this purpose.

The four-yearly assessment meeting could also discuss:

- the audit, risk and improvement committee's four-yearly strategic plan for the upcoming council term, for approval by resolution of the governing body
- a four-yearly review of the committee's terms of reference, for noting by the governing body and where applicable, an updated terms of reference for approval by resolution
- the governing body's four-yearly review of the committee's performance and action plan to address any issues identified, for approval by resolution of the governing body
- the Office of Local Government's determination of which tier the council is assigned to for the next council term for the purpose of structuring their committee.

Terms of Reference

It is important that each audit, risk and improvement committee has clear guidance on how it should serve the council, and that the council has input into how the committee will operate given its investment.

This will ensure there is no ambiguity between the council and the audit, risk and improvement committee, and that the council can measure the committee's performance. The Local Government
Regulation (clause #tbc) requires
a council's audit, risk and
improvement committee to
operate according to terms of reference
consistent with the approved Model Terms
of Reference provided at Appendix 3.

The audit, risk and improvement committee's terms of reference can include additional provisions that are not inconsistent with the approved Model Terms of Reference or other requirements.

The terms of reference are to be approved by resolution of the governing body and reviewed annually by the audit, risk and improvement committee, and once each council term (i.e. four years) by the governing body.

Structure

Each council will have different audit, risk and improvement committee requirements depending on the council's size, needs, budget and the complexity of its operations.

For this reason, councils can either:

- establish an audit, risk and improvement committee for its own exclusive use, or
- share their committee with another council, county council or joint organisation under section 428B of the Local Government Act.

When deciding the most appropriate way to structure a council's audit, risk and improvement committee, the general manager should consider the viability and capacity of a shared committee to achieve its terms of reference given the:

- → size of the council in terms of both staffing levels and budget
- geographical and functional distribution of the council's operations
- → complexity of the council's core business
- → risk profile of the council
- → expectations of stakeholders, and
- likely demands placed on the committee by other councils in the shared arrangement.

Size and composition

Each council, county council and joint organisation has been categorised as a tier 1 (lowest), tier 2 (middle) or tier 3 (highest) council for the purposes of determining the size and composition of their audit risk and improvement committee.

These categories are detailed in Appendix 4.

This categorisation is based on:

- the population, population density and annual population growth or the local government area
- → the proximity of the local government area to an urban or regional centre
- → the council's financial status (including operating revenue and expenses)
- the grouping of the council with other similar councils according to the Your Council website
- the remuneration categories determined by the Local Government Remuneration Tribunal, and
- an understanding by the Office of Local Government of the council's overall performance and risk profile.

The Local Government
Regulation (clause #tbc) requires
each council to appoint an audit,
risk and improvement
committee that has three or more members
according to the council's categorisation
under these Guidelines as a tier 1, tier 2 or
tier 3 council.

This is to ensure that the requirements of a council's audit, risk and improvement committee are appropriate for the council's size, risk profile, operational complexity, resources, and its ability to attract suitably qualified committee members.

While there are a number of significant differences in the size and composition of audit, risk and improvement committees established by councils under each tier, councils and joint organisations in all tiers must comply with the following requirements:

- the chair of the audit, risk and improvement committee must:
 - meet the independence requirements for committee members, and
 - be prequalified as a chair under the NSW Government's Prequalification Scheme: Audit and Risk Committee Independent Chairs and Members ('prequalification scheme') (unless exemption applies)
- → all other voting members must meet the independence requirements for committee members (see below)
- the Local Government Regulation (clause #tbc) allows each committee to have an optional non-voting councillor member that meets the committee's eligibility criteria for councillor members (see below), and
- the size and composition requirements of a committee are the same whether the committee is established by a council for its exclusive use or as part of a shared arrangement.

The minimum requirements for the composition of audit risk and improvement committees in each tier are set out below. It should be noted that these are the minimum requirements.

Councils can establish larger committees and include more prequalified committee members than required should they choose to do so.

Tier review

The tier each council has been placed in will be reviewed by the Office of Local Government each council term.

Any changes must be considered by councils as part of their four-yearly review of the audit, risk and improvement committee. Where a council is re-categorised by the Office of Local Government to a higher or lower tier, the council will need to review the structure and composition of its audit, risk and improvement committee to comply with the requirements of the tier it has been placed in.

The governing body of a council can determine via resolution to either:

- comply immediately i.e. vacate all the redundant membership positions and appoint new members that comply with the new requirements at the same time, or
- → comply later stagger compliance by allowing existing members to complete their current terms and ensure any members appointed thereafter comply with the new requirement.

Where compliance is staggered, the council can request an exemption from the Secretary DPIE from complying with the new requirement in relation to the committee's composition as part of the attestation process.

Any exemption granted will apply for two reporting periods (i.e. two years).

Councils that are categorised in a higher tier may maintain their existing arrangements where they are reviewed by the Office of Local Government and placed in a lower tier should they choose to do so.

General purpose councils

Tier 1 councils

All councils that are categorised as a tier 1 council are required at a minimum to have an audit, risk and improvement committee that has:

- → 3 independent <u>voting</u> members comprising:
 - 1 chair prequalified under the NSW Government's prequalification scheme
 - 2 independent persons that meet the eligibility criteria for non-prequalified committee members (see below), and
- (optional) 1 <u>non-voting</u> councillor that meets the eligibility criteria for councillor members (see below).

Exemptions

It is recognised that some small councils located in remote local government areas may find it difficult to attract and retain a prequalified chair for their audit, risk and improvement committee.

Whilst prequalification is preferred, where a tier 1 council is unable to appoint a prequalified chair, the council can apply to the Secretary DPIE for an exemption from this requirement.

The council's application for an exemption must:

- → be in writing
- outline the efforts the council has made to appoint a prequalified chair, and
- outline the reasons why the council has been unsuccessful.

The council must also demonstrate to the Secretary that any alternative chair recommended for appointment meets the following eligibility criteria:

- strong leadership qualities
- the ability to promote effective working relationships among audit, risk and improvement committee members and with the council's internal audit function and external auditor
- the ability to communicate complex and sensitive issues in a tactful manner to the governing body, general manager and council staff
- → an understanding of the duties and responsibilities of the position
- → a sound understanding of the council and local government
- → functional knowledge in areas such as:
 - o financial management and reporting
 - accounting
 - governance (including planning, reporting and oversight)
 - o internal and external audit
 - o performance management
 - o human resources management
 - o risk management
 - internal control frameworks
- they can lead effective committee meetings, and
- they have appropriate qualifications or membership to a certifying body (desirable).

Where a council is granted an exemption from this requirement by the Secretary, the exemption will apply for the duration of the chair's term.

Exemptions will only be granted in exceptional circumstances.

The Secretary may consult with the administrator of prequalification scheme when making its exemption determination.

Tier 2 councils

All councils that are categorised as a tier 2 council are required at a minimum to have an audit, risk and improvement committee that has:

- → 3 voting members comprising:
 - 1 independent chair prequalified under the NSW Government's prequalification scheme
 - 1 independent member prequalified under the NSW Government's prequalification scheme
 - 1 independent person that meets the eligibility criteria for non-prequalified committee members (see below), and
- (optional) 1 <u>non-voting</u> councillor that meets the eligibility criteria for councillor members (see below).

Tier 3 councils

All councils categorised as a tier 3 council are required to have an audit, risk and improvement committee that has:

- → 3-5 voting members comprising:
 - 1 independent chair prequalified under the NSW Government's prequalification scheme
 - A minimum of 2 independent members prequalified under the NSW Government's prequalification scheme, and
- (optional) 1 <u>non-voting</u> councillor that meets the eligibility criteria for councillor members (see below).

The audit, risk and improvement committee appointed by Tier 3 councils should be large enough to represent a balance of views and experience, but also small enough to operate effectively.

The governing body is to determine the exact size of the audit, risk and improvement committee (3-5 members) in consultation with the chair of the committee and general manager, taking into account the needs and risk profile of the council, and likely workload of the committee.

County councils

Given their lower risk profile, resource base and operational complexity, county councils are categorised as either tier 1 or tier 2 councils for the purpose of establishing their audit, risk and improvement committee.

Whilst a tier 1 county council can establish an audit, risk and improvement committee for its own exclusive use, for administrative and cost efficiency, it is recommended that tier 1 county councils utilise the committee of a member council/s under an independent shared arrangement (see below).

Joint organisations

Given their lower risk profile, resource base and operational complexity, joint organisations are categorised as tier 1 councils for the purpose of establishing an audit, risk and improvement committee.

Where a joint organisation has not established an audit, risk and improvement committee within the joint organisation for its member councils as part of a joint organisation shared arrangement, for administrative and cost efficiency, it is recommended that a joint organisation utilise a committee established by one of its member councils as part of an independent shared arrangement (see below).

To ensure the audit, risk and improvement committee has an understanding of the interrelationships and needs of the joint organisation and its member councils, and of wider regional priorities, joint organisations must only enter into an independent shared arrangement with a member council/s.

Shared committees

Under the Local Government Act (section 428B) and Local Government Regulation (clause #tbc) councils can share an audit, risk and improvement committee. Council can:

- share their committee with another council/s, county council/s and/or joint organisation/s as part of an independent shared arrangement
- utilise a committee established by their joint organisation that is shared with all member councils
- → for county councils share their committee with a member council, or
- for joint organisation share their committee with a member council.

These options allow councils to establish and operate their audit, risk and improvement committee in a more cost-effective way.

For all shared audit, risk and improvement committees:

- the committee must operate as an individual committee for each council in any shared arrangement and exercise their functions for each council individually
- a shared committee should only be established and utilised by councils where the committee can maintain a strong understanding of each participating council's assurance needs and is able to meet these needs
- a shared committee should only be established and utilised by councils where the committee can maintain an effective working and reporting relationship with the general manager and governing body of each participating council
- councils that are in different tiers but share their internal audit function can, but are not required to, also share their committee
- where a committee is shared by councils that are in different tiers, the requirements for the higher tier will apply to all participating councils (including joint organisations and county councils)
- councils that share their Committee, can but are not required to, also share the committee's secretariat, and

councils should develop and sign a formal agreement with the other councils in the shared arrangement which outlines how the shared arrangement will operate and costs shared.

Where a joint organisation establishes an audit, risk and improvement committee to serve its member councils, it is at each member council's discretion whether they utilise the shared committee.

Shared councillor members

It is important to note that where an audit, risk and improvement committee is shared between councils as part of an independently established shared arrangement, or an arrangement established by a joint organisation, and the councils elect to have a councillor member on the committee, the councillor member will not be shared by councils.

To maintain the confidentiality of the business of each council in the shared arrangement considered by the shared committee:

- the governing body of each council is to appoint one councillor member to serve on the audit, risk and improvement committee for that council only
- the councillor member is to only attend committee meetings for their council, and
- the councillor member is to receive information pertaining to their council only.

For joint organisations, the elected councillor member will be a voting representative of the board.

Shared independent members

Unlike councillor members, the chair and independent members of shared audit, risk and improvement committees will serve all councils participating in the shared arrangement.

For audit, risk and improvement committees appointed as part of an independent shared arrangement, the councils in the shared

arrangement are to mutually agree to the independent members that will be appointed to these roles, and each council is to confirm their appointment by resolution.

For audit, risk and improvement committees appointed as part of an arrangement established by a joint organisation by its member councils, the board of the joint organisation will appoint the chair and independent members of the committee by resolution on behalf of member councils under delegation from the member councils.

Independence requirements

All audit, risk and improvement committee voting members must be independent to ensure they have no real or perceived bias or conflicts of interest that may interfere with their ability to act independently and can provide the council with robust, objective and unbiased advice about how the council is functioning.

Each council must ensure that the chair and any voting member appointed to the council's audit, risk and improvement committee meets the following independence criteria.

The independent voting committee member

- currently be a councillor of any NSW council
- → be a non-voting representative of the board of a joint organisation
- → be a candidate at the last election of the council
- → be a person who has held office in the council during its previous term
- be currently employed by the council or a joint organisation, or been employed during the last 12 months
- → conduct audits of the council on behalf of the Audit Office of NSW
- → have a close personal or business relationship with a councillor or a person

- who has a senior role in the council that may lead to a real or perceived conflict of interest
- currently, or within the last three years, provided any material goods or services (including consultancy, legal, internal audit and advisory services) to the council which directly affect subjects or issues considered by the audit, risk and improvement committee
- → be (or have a close family member who is) a substantial shareholder, owner, officer or employee of a company that has a material business, contractual relationship, direct financial interest or material indirect financial interest with the council or a related entity which could be considered a real or perceived conflict of interest, or
- currently or have previously acted as an advocate of a material interest on behalf of the council or a related entity which could be considered a real or perceived conflict of interest.

Both the governing body of the council and the general manager must ensure that adequate procedures are in place to preserve the independence of the chair and members of the audit, risk and improvement committee.

Likewise, the chair and members must notify the governing body and/or general manager if a real or perceived threat to their independence arises.

Eligibility requirements

The persons appointed as a chair or a member of an audit, risk and improvement committee must possess the skills, knowledge and experience necessary to undertake their roles on the committee effectively and to ensure the committee is able to operate appropriately and effectively to support the council.

A poorly skilled audit, risk and improvement committee may not be able to provide the assurance needed by the council and may lead to sub-optimal outcomes that jeopardise the council's capacity to achieve its strategic objectives.

Councils must ensure that the chair and other members of the council's audit, risk and improvement committee meet the below eligibility criteria.



Prequalified members

In addition to meeting the independence requirements listed above, prequalified audit, risk and improvement committee voting members must be sourced from the NSW Government's prequalification scheme.

Individuals that have been prequalified under the scheme have been assessed by an independent expert panel convened by the NSW Government as having the skills, knowledge and experience to perform the role as a chair or member of a council's audit, risk and improvement committee.

A person prequalified under the scheme as a 'committee member' can only be appointed as a member of an audit, risk and improvement committee – they cannot be appointed as the chair.

Similarly, only a person pre-qualified as a 'chair' can be appointed as the chair of an audit, risk and improvement committee.

To preserve their independence, and as a condition of the prequalification scheme, prequalified members can be appointed to up to (#tbc) separate audit, risk and improvement committees in the NSW public sector and the NSW local government sector.

Non-prequalified members

In addition to meeting the independence requirements listed above, non-prequalified audit, risk and improvement committee voting members must satisfy the following eligibility criteria to be appointed as a committee member.

They must:

- have the qualities and personal attributes needed to serve the council effectively in their role as a committee member
- have a functional knowledge in areas that would provide a valuable contribution to the committee and council such as:
 - local government
 - o internal audit and external audit
 - o risk management
 - o governance
 - o performance management
 - o financial management and reporting
 - accounting
 - o human resources management
 - o internal control frameworks
 - fraud and corruption prevention
 - IT/cyber security
 - the local community, or
 - o another relevant subject matter, and
- undertake any training on the operation of audit, risk and improvement committees recommended by the chair based on their assessment of the skills, knowledge and experience of the committee member.

A member of an audit, risk and improvement committee must also demonstrate the following personal qualities and attributes:

- a commitment to the independence of their role
- → integrity
- → a capacity to dedicate sufficient time and energy
- financial literacy, including an ability to read or understand basic financial statements, ask pertinent questions about them, and interpret and evaluate answers
- → an ability to give direct and honest opinions and offer different perspectives and constructive suggestions, and
- → inquisitiveness and independent judgment.

Councils must undertake a criminal record and financial status (bankruptcy) check of an independent non-prequalified audit, risk and improvement committee member before their appointment.

Councillor members

Non-voting councillor members must satisfy the following eligibility criteria to be appointed as an audit, risk and improvement committee member. They must:

- → be financially literate
- have a good understanding of one or more of the following that would provide a valuable contribution to the committee:
 - o internal audit and external audit
 - o risk management
 - o governance
 - o performance management
 - financial management and reporting
 - accounting
 - o human resources management
 - o internal control frameworks
 - o fraud and corruption prevention
 - o IT/cyber security
 - o the local community, or
 - o another relevant subject matter, and
- undertake any training on the operation of audit, risk and improvement committees recommended by the chair based on their assessment of the skills, knowledge and experience of the committee member.

The mayor cannot be appointed as a councillor member on a council's audit, risk and improvement committee.

Appointment

Audit, risk and improvement committee chairs and members are appointed by a resolution of the governing body of the council.

The governing body should first appoint the chair of the audit, risk and improvement committee, who is to then assist in the selection and appointment of the other independent committee members.

Skills mix

When selecting individual audit, risk and improvement committee members, the

governing body of the council is required to ensure that the committee has the appropriate mix of skills, knowledge and experience to successfully implement its terms of reference and add value to the council.

The audit, risk and improvement committee should have:

- at least one member with financial expertise (for example, a qualified accountant or auditor or other financial professional with experience of financial and accounting matters), and
- → a mix of skills and experience in:
 - business
 - o financial and legal compliance
 - o risk management, and
 - o internal audit, and
 - o any specialised business operations of the council, where the committee would benefit from having a member with skills or experience in this area (for example, IT skills or experience where IT systems have an important role in the council's business).

All audit, risk and improvement committee members should have sufficient understanding of the council's financial reporting responsibilities to be able to contribute to the committee's consideration of the annual financial statements.

Each individual should also have sufficient time to devote to their responsibilities as an audit, risk and improvement committee member. Where possible, the governing body should ensure that at least one other audit, risk and improvement committee member is also qualified to act as the chair, if this is ever required.

Letter of appointment

The appointment of chairs and members of audit, risk and improvement committees should be formalised in an official letter of appointment signed by the mayor of the council.

The letter of appointment should set out the terms and conditions of the appointment including:

- -> duration of appointment
- → role and responsibilities
- → timing and location of meetings
- → time commitment
- → remuneration
- the management of conflicts of interest
- → confidentiality
- → performance appraisal, and
- → termination of appointment.

Induction

Induction of all new audit, risk and improvement committee members is vital to ensure they 'hit the ground running' in their role

The chair is to provide a thorough induction to each new member of the audit, risk and improvement committee to ensure they understand:

- → the committee's role, responsibilities and terms of reference
- the business, operations, culture, risks and controls of the council, and
- the expectations of the council about their responsibilities and performance.

This will include providing new members with any background information or documentation necessary to ensure they understand the work of the audit, risk and improvement committee.

It may also be appropriate for more detailed information or presentations to be provided from various senior staff to assist the new member to understand the operations of the council and any key challenges.

New audit, risk and improvement committee members also have an obligation to ensure that they have an appropriate understanding of the council, including its:

- → operations, functions, service delivery
- → key areas of risk
- → internal controls, and
- → financial reporting systems.

The mayor, general manager and existing chair (where appropriate) will induct a new chair.

Membership terms

Voting members

To ensure the audit, risk and improvement committee continues to offer new perspectives and remains independent, it is important that committee members are rotated periodically to maintain a fresh approach and avoid any perceptions of bias or conflicts of interest.

Councils are to ensure that chairs and members serve the following time-limited terms to facilitate a rotation of knowledge and perspectives.



The initial term of membership on an audit, risk and improvement committee is four-years (one council term).

Audit, risk and improvement committee members can be reappointed for a further term but the total period of continuous membership on the committee cannot exceed eight years (two council terms). This includes any term as chair of the committee.

Individuals who have served an eight-year term (either as a member or chair) must have a two-year break from serving on the audit, risk and improvement committee before being appointed again.

Care is to be taken to ensure that membership renewal dates are staggered so knowledge of the council's operations, financial reporting structure and other important aspects are not lost to the audit, risk and improvement committee when members change.

Ideally, no more than one member should leave the committee because of rotation in any one year.

Exemptions

If a tier 1 council is unable to replace the chair or members of its audit, risk and improvement

committee when their maximum term limit has been reached, the council can seek the approval of the Secretary DPIE to extend their term or to reappoint the chair or committee member for a further term.

The council's request must:

- → be in writing
- describe the efforts the council has made to appoint a different member, and
- → explain why the council has been unsuccessful.

Exemptions will only be granted in exceptional circumstances.

Chair

To ensure that the committee maintains a fresh approach, the initial term of a chair of an audit, risk and improvement committee on any one audit, risk and improvement committee is four-years (one council term).

The chair can be reappointed as chair for a further term but the total period served by a chair cannot exceed eight years (two council terms).

Where the chair's term expires and another chair is appointed, it is the responsibility of the outgoing chair to ensure the incoming chair is fully briefed on the ongoing work of the audit, risk and improvement committee.

This includes advising the incoming chair of:

- → any activity that may be relevant to the ongoing functioning of the committee, and
- any outstanding matters of high risk to the council and outstanding audit recommendations.

Councillor members

The initial term of a councillor member of an audit, risk and improvement committee is four years, coinciding the with term of the council.

The councillor member can be reappointed for another term (i.e. four-years), if re-elected at the council's next ordinary election, but the total period of continuous membership on the committee cannot exceed eight years (two council terms).

The councillor member is to be appointed by the governing body at the first meeting of the council after the ordinary election.

The councillor member's term ends at the end of the council term.

Reappointment

Prior to approving the reappointment or extension of the chair or an independent member's term, the governing body of the council must undertake an assessment of the chair's or committee member's performance.

The council may engage an external reviewer to undertake this assessment if they choose.

In undertaking the assessment, the council, or any person appointed to undertake the assessment on behalf of the council, must consult with and consider the views of the chair (in the case of the reappointment or extension of the term of a committee member other than the chair), the general manager and any councillor member of the committee. The reappointment of members is also to be subject to the individual still meeting independence and eligibility requirements.

Fees

The fees a council pays to its chair and independent voting members of its audit, risk and improvement committee are to be agreed by the council and the Chair or member and reflect the time, commitment and responsibility involved in serving on the committee.

Chairs and members can serve on a committee on a voluntary basis if they choose to.

Councils should consider the fees payable under the prequalification scheme when determining the fees paid to prequalified chairs and members.

Superannuation

Councils are obliged under the Superannuation Guarantee Administration Act 1992 to make compulsory superannuation guarantee contributions on behalf of audit, risk and improvement committee chairs and voting members

Roles of committee members

Chair

The position of the chair of an audit, risk and improvement committee is pivotal to the committee's effectiveness and is the focal point for the committee's relationship with the council, the internal audit function and external auditor.

The chair acts as the interface between the audit, risk and improvement committee and the general manager and other staff, the governing body, the external auditor, and the internal audit function.

Any individual audit, risk and improvement committee member who wishes to meet with the general manager or governing body of the council to discuss any issues relating to the committee's responsibilities is to do so through the chair of the committee, and vice versa.

To be successful in their role, a chair must:

- → have strong leadership qualities
- have the personal courage to raise and deal with tough issues and express opinions frankly, and to support other committee members to do the same
- be able to recommend the appointment of committee members to the governing body
- maintain effective working relationships between committee members and with the council
- keep the governing body and general manager informed and brief them on the

- strategic and technical aspects of internal audits and risk and control issues
- lead effective committee meetings including:
 - planning for and setting agendas for meetings, ensuring committee members are adequately informed of matters to be considered prior to meetings and allowing sufficient time for discussion of those matters at the meeting
 - ensuring the meeting runs smoothly and that the views of members are heard
 - focus the committee's deliberations on the most important issues
 - seek the input of advisers, observers and other experts to maximise committee deliberations
 - summarise discussion outcomes and actions, including assigning responsibility and timeframes for actions
- maintain an effective working relationship with the council's external auditor
- oversee the internal audit function and be alert to external accountability and internal audit concerns
- arrange for all committee members to maintain an up-to-date knowledge of the council and its activities, including any financial or regulatory developments, and
- know the strengths and weaknesses of the committee, and individual committee members and how this may affect the opinions of the committee.

Independent members

Independent audit, risk and improvement committee members are expected to be able to assess information provided to them about the council and to identify and assess key risks and issues.

Each member should be capable of making a valuable contribution to the committee.

To be successful in their role, a member must:

 take a professional approach to their responsibilities, including an appropriate commitment of time and effort

- know the business, culture and values of the council and take the time to understand changes that affect how the council operates and its risks
- have sufficient understanding of the council's financial reporting responsibilities to be able to contribute to the committee's consideration of the annual financial statements
- understand the role of the committee and the expectations of the council
- → act in the best interests of the council
- → take a professional approach
- be a good communicator and build effective relationships with the council and other committee members, and
- have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry.

Councillor members

Councillor members of audit, risk and improvement committees are non-voting members of committees. This is to ensure that decision making by the committee is independent of the council.

Councillor members of committees act as an important link between the governing body and the committee.

Their role is to:

- relay to the committee any concerns the governing body may have regarding the council and issues being considered by the committee
- provide insights into local issues and the strategic priorities of the council that would add value to the committee's consideration of agenda items
- advise the governing body (as necessary) of the work of the committee and any issues arising from it, and
- assist the governing body to review the performance of the committee each council term.

Issues or information councillor members raise with or provide the audit, risk and improvement committee must relate to the matters listed in section 428A of the Local Government Act, the committee's terms of reference and issues being considered by the Committee.

Councillor members of audit, risk and improvement committees are not entitled to receive information about audit, risk and improvement committee activities outside of established reporting requirements.

Councillor members of audit, risk and improvement committees must conduct themselves in a non-partisan and professional manner.

Councillor members of committees must not engage in any conduct that seeks to politicise the activities of the committee or the internal audit function or that could be seen to do so.

Where councillor members of audit, risk and improvement committees engage in such conduct or in any other conduct that may bring the committee and its work into disrepute, the chair may recommend to the council, that the councillor member be removed from membership of the committee.

Where the council does not agree to the chair's recommendation, it must give reasons for its decision in writing to the chair.

Key relationships

General manager

A key role of audit, risk and improvement committees is to act as an independent source of advice and opinion to both the governing body and the general manager, and to act as a forum for the resolution of any disagreements between the council and internal audit function.

The general manager, in turn, also has a key role in supporting the work and effectiveness of the audit, risk and improvement committee.

To be effective, audit, risk and improvement committees need to maintain a positive working relationship with the general manager (and vice versa) and view them as a significant source of advice and information about the council and its operations.

Chairs of audit, risk and improvement committees should meet regularly with general managers to discuss key issues and review performance.

External audit

There are strong linkages between the work of councils' audit, risk and improvement committees and their external auditor and committees should actively engage with the external auditor.

Councils' external auditor can offer valuable insights on issues such as the effectiveness of the council's risk, controls, financial reporting, and compliance frameworks.

For the external auditor, communication with the audit, risk and improvement committee can in turn facilitate an effective and efficient audit and assist the communication of matters arising from the external audit to the council.

Audit, risk and improvement committees should:

- provide input on, and discuss, planned financial and performance audit coverage
- monitor councils' responses to financial statement management letters and performance audit reports, including the implementation of audit recommendations
- provide advice to the council on action taken on significant issues raised in relevant external auditor reports or better practice guides, and
- have a voting-members only meeting with the external auditor at least once per year so that the committee can obtain the views of the external auditor without internal audit or management advisers being present.

Internal audit

The audit, risk and improvement committee should maintain a strong, positive relationship with the council's internal audit function and view it as a significant source of information about what is going on in the council.

The internal audit function can also assist the audit, risk and improvement committee to develop the annual and four-yearly workplans that will guide the committee's and internal audit function's work.

The chair of the audit, risk and improvement committee should routinely meet with council staff undertaking internal audit activities to discuss key issues and review performance if needed.

At least one private meeting should be held each year and any potential compromises to the internal audit activity's independence reported.

More information about this is provided in core requirement 3.

Meetings

The audit, risk and improvement must meet at least quarterly over the course of each year.

The chair of the audit, risk and improvement committee is to decide the frequency and timing of the committee's meetings and plan them annually in advance to ensure the availability of all members and observers.

Generally, meetings should correspond with major phases of the council's financial reporting, external audit and internal audit cycles.

For example, the audit, risk and improvement committee should meet to review the council's financial statements before they are certified by the council.

Audit, risk and improvement committee meetings should also correspond with meetings of the governing body, and allow

sufficient time between audit, risk and improvement committee meetings and council meetings for the committee to action any items and prepare any reports that are to be provided to the governing body at the council meeting.

Special meetings may be held, if needed, to review the council's financial statements prior to them being submitted to the governing body of the council, or to consider the audit, risk and improvement committee's annual or four-yearly assessments.

Audit, risk and improvement committee meetings can be held in person, by telephone or videoconference.

The audit, risk and improvement committee can hold additional meetings when significant unexpected issues arise, or if the chair is asked to hold an additional meeting by a committee member or the general manager.

The governing body can also resolve to request the audit, risk and improvement committee to hold an additional meeting.

Where such a request is made, the chair can decide whether the additional meeting is required, taking into consideration the issues that the governing body has requested the audit, risk and improvement committee to consider at the meeting.

Proxies

As audit, risk and improvement committee members are appointed on the basis of their skills, knowledge and personal qualities, proxies are not permitted to attend meetings on behalf of members who are unable to attend.

Quorum

A quorum consists of a majority of audit, risk and improvement committee independent voting members.

Where the vote is tied, the chair is to have the casting vote.

Agenda

Forward agenda

The chair should prepare a 12-month forward meeting agenda to ensure that the audit, risk and improvement committee covers all its responsibilities at the appropriate time of the year.

For example, the forward agenda will set out, at the appropriate meeting, the various internal and external audit reports and management responses to be tabled and discussed.

It will also allocate appropriate time for a review of the progress of the internal audit function against the annual work plan, and to follow-up the implementation of corrective actions.

Meeting agenda

The chair of the audit, risk and improvement committee is to determine the agenda for each committee meeting.

It is recommended that the chair consult with other committee members, the general manager, the head of the internal audit function and external auditor prior to setting the agenda so that any urgent issues or risks that arise can be included.

The chair of the audit, risk and improvement committee is to decide an appropriate timescale for receiving the final agenda in the lead-up to the meeting.

Papers

The audit, risk and improvement committee is to decide in consultation with the general manager and the head of the internal audit function an appropriate timeframe for receiving papers and other necessary information to support agenda items to be considered at each committee meeting.

Minutes

Each audit, risk and improvement committee meeting must be minuted to preserve a record of the issues considered and the actions and decisions taken by the committee.

Audit, risk and improvement committee meeting minutes must:

- · include a record of attendance
- cover each agenda item and document the discussion held and the outcome or conclusion from the discussions, including any recommendations, action points and/or allocation of tasks to relevant people
- be approved by the chair before circulation
- be provided to committee members, the governing body of the council, the general manager, the head of the internal audit function and external auditor
- be provided soon after the meeting date to ensure relevant individuals are made aware of any significant issues discussed at the meeting that need to be dealt with. The exact time period is to be determined by the committee and the general manager.

The minutes must be confirmed as an accurate record of the meeting at the next meeting of the audit, risk and improvement committee.

If any important details have been incorrectly recorded or omitted, they can be discussed and the minutes amended prior to confirmation at a subsequent meeting.

After the minutes are confirmed as an accurate record of the meeting, they must be signed by the chair.

All audit, risk and improvement committee members and observers should receive a copy of the minutes of all meetings.

Attendance of observers

Due to the sensitive nature of issues to be discussed, audit, risk and improvement committee meetings should not be open to the public.

In addition to audit, risk and improvement committee members, the general manager and the head of the internal audit function are to attend committee meetings as non-voting observers.

The NSW Auditor-General, as council's external auditor, or their representative, is to be invited to each committee meeting as an independent non-voting observer and can choose whether to attend.

The chair of the audit, risk and improvement committee can request the following people to attend a committee meeting or to meet with the committee in order to provide additional information relevant to its role:

- council's chief financial officer (or equivalent) given their knowledge of, and responsibility for, council's financial management
- → the head of the council's risk management function
- → senior managers
- → any councillor
- any employee or contractor of the council, and/or
- any external independent expert or external party whose advice is needed (subject to confidentiality considerations).

These individuals must attend meetings where requested and, as far as is practicable, provide the information requested.

Observers have no voting rights at audit, risk and improvement committee meetings and can be excluded from a meeting by the chair of the committee at any time where necessary.

Private meetings

The audit, risk and improvement committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the committee present.

In addition to attending audit, risk and improvement committee meetings, the committee can meet privately at any time with the head of the internal audit function and/or

external auditor without the general manager present. At least one private meeting must occur annually.

Confidentiality

It is at the discretion of the governing body of the council whether audit, risk and improvement committee agendas, business papers, minutes and other reports are made available to the public.

Given the sensitivity of information it is likely to contain, it is recommended that all information pertaining to the audit, risk and improvement committee and internal audit activities is to be treated as confidential unless otherwise determined by the committee or a resolution of the council.

Secretariat

The general manager of a council is to appoint a council employee/s to provide secretariat support to the audit, risk and improvement committee.

The main functions of this role are:

- → liaising with the chair to prepare agendas for audit, risk and improvement committee meetings
- ensure that committee papers are of an appropriate standard and provided with enough time to allow appropriate review and consideration
- → recording minutes of meetings
- providing assistance to the chair in arranging meetings and council site visits
- → supporting the chair to prepare reports for the council
- arranging appropriate meeting facilities and equipment
- keeping members abreast of developments affecting the council that may relate to the work of the committee
- maintaining a record of when member's terms of appointment are due for renewal or termination

- ensuring new members receive appropriate induction, and
- managing expenditures relating to the committee.

Shared arrangements

If the audit, risk and improvement committee has been established by a joint organisation, the executive officer of the joint organisation is responsible for organising secretariat support.

Councils that share their audit, risk and improvement committee can also share their secretariat function if they choose to.

Access to council, staff, resources and information

It is essential for the audit, risk and improvement committee to be able to access the staff and information about the council it needs to review the matters listed in section 428A of the Local Government Act and the resources necessary to undertake its other responsibilities.

Council staff

A council's audit, risk and improvement committee must have direct and unrestricted access to the general manager and senior management of the council in order to fulfil its responsibilities.

Should the audit, risk and improvement committee need to meet with another council staff member or contractor to obtain information to fulfil its role, the chair of the committee is to obtain permission from the general manager before inviting the staff member or contractor to meet with the Committee

Subject to the general manager's permission being given, the staff member or contractor must attend.

Any disputes between the general manager and audit, risk and improvement committee regarding access to council staff are to be resolved by the governing body.

Council resources and information

A council's audit, risk and improvement committee must have direct and unrestricted access to any council resources or information it needs to fulfil its responsibilities.



In its dealings with the council, the audit, risk and improvement committee should be mindful of the environment the council is operating in and the priorities that the general manager needs to manage.

The audit, risk and improvement committee should therefore keep to a minimum the demands it places on the council and utilise as far as is practicable, existing information to obtain the necessary level of assurance in relation to its responsibilities.

The audit, risk and improvement committee may only release council information to external parties that are assisting the committee to fulfil its responsibilities with the approval of the general manager, except when it is being provided to an external investigative, audit or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

After their engagement ends with a council, a chair or member of an audit, risk and improvement committee must not disclose or make use of any confidential information acquired in the course of their engagement with the council without the approval of the council.

External advice

The audit, risk and improvement committee can obtain any external legal or other professional/expert advice it needs to exercise its responsibilities. For example, where a council has implemented a specialised IT system, the committee can seek the expert opinion of an IT specialist to assist its review of its implementation.

To minimise the potential costs to council, the governing body and the chair of the audit, risk and improvement committee must agree at the start of each council term how costs are to be met, i.e.:

- the governing body will set a fixed budget at the start of each council term for external expenses, or
- the committee will seek the governing body's permission prior to engaging external advice.

Disputes

Members of an audit, risk and improvement committee should maintain an effective working relationship with each other and the council and try to resolve any differences they may have professionally.

In the event of a disagreement between the audit, risk and improvement committee and the general manager or other senior managers (for example, about findings or recommendations of audits), the dispute is to be resolved by the governing body of the council.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Secretary DPIE in writing.

Conduct

Audit, risk and improvement committee members are to be held to the same ethical and behavioural standards as other officials of the council and must comply with the council's code of conduct.

As required under the council's code of conduct, audit, risk and improvement committee members (a well as any council officials attending as observers) must declare and appropriately manage any conflicts of interest they may have in matters being dealt with by the committee.

Declarations of conflicts of interest and the actions taken to manage them must be recorded in the minutes of meetings.

Councils should identify the chairs and members of audit risk and improvement committees as 'designated persons' for the purposes of the council's code of conduct and require them to complete and submit returns of their interests.

Complaints of breaches of the council's code of conduct by audit, risk and improvement committee members are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW.*

Under the Procedures, the general manager is responsible for managing and resolving any code of conduct complaints made against audit, risk and improvement committee members.

However, to safeguard the independence of audit, risk and improvement committee members, the general manager must consult with the governing body of the council prior to taking disciplinary action against Committee members under the Procedures.

Prequalified audit, risk and improvement committee members are also required to comply with the code of conduct governing the prequalification scheme.

Any proven breaches of the council's code of conduct should be reported by the council to the administrator of the prequalification scheme so that action can also be taken under that scheme, where appropriate.

Insurance

It is at each council's discretion whether professional indemnity and public liability insurance is required for chairs and members of audit, risk and improvement committee members.

In some cases, the chair or a member of an audit, risk and improvement committee may already be covered by the council's professional indemnity and public liability insurance policies or by their own insurance.

This will need to be ascertained by the council and chair or member on a case-by-case basis having regard to the terms of any relevant insurance policy.

Where a council determines that professional indemnity or public liability is absent but required, the chair or member can obtain their own insurance, or the council can consider obtaining it on their behalf.

Learning and development

Audit, risk and improvement committee chairs and members are encouraged to keep informed of current developments and to maintain and develop the skills, knowledge and capabilities necessary to exercise their functions effectively.

Several professional development networks and programs are available, for example, through organisations such as:

- the Australian Institute of Company Directors
- Chartered Accountants Australia and New Zealand
- → The Actuaries Institute, and the
- → Local Government Professionals Association.

Audit, risk and improvement chairs and members are also encouraged to serve on more than one local government committee to extend the breadth of their experience and understanding of councils and their operations and risks.

Review of Committee performance

It is important that the work of each council's audit, risk and improvement committee is regularly assessed, and the committee is held accountable for its performance.

This will ensure that the audit, risk and improvement committee is providing a valuable contribution to the council and enable the governing body to determine whether any changes to the committee's terms of reference or membership are required.

At least once each council term (i.e. four years), the governing body of the council is to conduct a review of the effectiveness of the audit, risk and improvement committee in conformance with the International Professional Practice Framework.

This will ensure that audit, risk and improvement committees are assessed consistently across all councils and allow councils to have confidence in the work of their committees.

To conduct the review, the governing body

- engage a suitably qualified external assessor or peer to undertake the review, or
- undertake the review itself and engage an external assessor or peer to conduct an independent evaluation of the findings.

The external assessor or peer should have specific skills relevant to the major risks of the council and a strong understanding of what constitutes best practice in relation to the operations and performance of audit, risk and improvement committees.

Review criteria

The review of the audit, risk and improvement committee's performance must consider:

- the appropriateness of the committee's terms of reference and whether these have been complied with
- the processes and procedures undertaken by the committee
- → the collective performance of the committee for example:
 - the quality and timeliness of assurance and advice provided by the committee to the governing body and general manager
 - the effectiveness of the committee in meeting its responsibilities
 - the relationship and quality of communication with the council and other stakeholders
- the individual performance of each member – for example, their:
 - o understanding of the council, its key risk and internal controls
 - ability to act objectively and independently
 - o preparation for committee meetings
 - contribution to the work of the committee through their participation in discussion and decision-making, skills and experience
- the performance of the chair, including whether the chair has (in addition to their performance as a member of the committee):
 - o demonstrated positive leadership
 - maintained effective working relationships among audit, risk and improvement committee members and with the council, council's external auditor and the internal audit function
 - ensured the governing body and general manager was well informed and briefed on the strategic and technical aspects of internal audits and risk and control issues, and
 - o lead effective committee meetings.
- → the way the committee, external auditor, council and internal audit function work together to manage risk and support the council and how effective this is

- whether the committee has effectively reviewed the factors identified in section 428A of the Local Government Act and contributed to an improvement in these areas, and
- whether the composition of the committee is appropriate and whether the council should be assigned to a different tier under these guidelines.

When conducting the review, the governing body is to consider feedback on each member's performance by the chair and councillor member of the committee and the general manager.

Self-assessments by the chair and members of the audit, risk and improvement committee can also be used.

The governing body of council is also able to request the chair of the Committee to address the council and answer any questions about the operation of the committee.

The chair of the audit, risk and improvement committee is to develop an action plan for the governing body of the council to address any issues identified in the performance review and present it to the governing body at the four-yearly assessment meeting.

Annual attestation

It is important that councils are accountable to their communities for the efficacy of their internal controls and assurance mechanisms and the operations of their audit, risk and improvement committees.

The Local Government Regulation (clause #tbc) requires the general manager to attest each year in the council's annual report whether the council has complied with the following requirements in relation to its audit, risk and improvement committee, as detailed in these Guidelines:

council's audit, risk and improvement committee is independent of the council and has three or more members according to the council's prescribed category as a tier 1, tier 2 or tier 3 council

- the chair and all members of the committee meet the eligibility and independence criteria required of their position, and have been appointed in accordance with prescribed membership term limits
- → council's audit, risk and improvement committee operates according to terms of reference approved by the governing body of the council that are consistent with the approved Model Terms of Reference contained in these Guidelines
- council's audit, risk and improvement committee operates according to annual and four-yearly strategic plans endorsed by the governing body of the council
- → council's audit, risk and improvement committee provides an annual assessment to the governing body each year, and a strategic assessment of all the matters listed in section 428A of the Local Government Act to the governing body each council term
- the council provides the committee with direct and unrestricted access to the general manager, senior management, council information and council resources so it can fulfil its responsibilities, and
- at least once each council term the governing body of the council reviews the effectiveness of the audit, risk and improvement committee.

Further information about annual attestation requirements is also detailed in the statutory framework section of these Guidelines.

Resignation of committee members

Where the Chair or a member of an audit, risk and improvement committee is unable to complete their term, or does not intend to seek reappointment after the expiry of their term, they should give sufficient notice to the chair (in the case of a committee member) and the governing body (in the case of the chair) prior to their resignation to enable the council to ensure a smooth transition to a new committee member.

Attachment 4
OLG Draft Guidelines - new risk
management and internal audit
framework for Councils and Joint
Organisations in NSW

The notice period is to be agreed by the governing body of the council and the committee.

A member of an audit, risk and improvement committee should have the opportunity to have an exit meeting with the Chair to discuss their reason for leaving and to provide feedback on their experience serving on the committee as well as any other issues.

Resigning chairs should have the opportunity to have an exit meeting with the mayor and general manager (if appropriate).

Dismissal of committee members

The governing body of a council can terminate via resolution the engagement of the chair or any member of the audit, risk and improvement committee under certain circumstances before the expiry of their terms.

Dismissal of any independent chair or member is to be reported to the Office of Local Government.

Prequalified members

A prequalified chair or member can be dismissed by the governing body before the expiry of their term where the chair or member has:

- breached the conditions of the prequalification scheme, or become ineligible under it
- · breached the council's code of conduct
- performed unsatisfactorily or not to expectations, or
- declared, or is found to be in, a position of a conflict of interest which is unresolvable.

The council must also report the dismissal to the NSW government agency responsible for administering the prequalification scheme to ensure action can also be taken under the scheme, if necessary.

Non-prequalified members

A non-prequalified independent member of the audit, risk and improvement committee can be dismissed by the governing body before the natural expiry of their term where the chair or member has:

- breached the council's code of conduct
- performed unsatisfactorily or not to expectations
- declared, or is found to be in, a position of a conflict of interest with is unresolvable
- been declared bankrupt or found to be insolvent
- experienced an adverse change in business status
- been proven to be in a serious breach of their obligations under any NSW legislation, or
- experienced an adverse change in capacity or capability.

Councillor members

The position of a councillor member on an audit, risk and improvement committee can be terminated at any time by the governing body via resolution.

Further resources

The following resources may be useful to councils seeking more information about the establishment and operation of their audit, risk and improvement committee.

This is not an exhaustive list but provides a useful starting point for councils that seek to better understand what audit, risk and improvement committees do, and how they can be supported to add maximum value to councils.

Audit Committees – A Guide to Good Practice (3rd edition) – Auditing and Assurance Standards Board, Australian Institute of Company Directors and The Institute of Internal Auditors-Australia (2017)

Provides a checklist to assess the performance of audit, risk and improvement committees and members.

Audit Committees – A Guide to Good Practice for Local Government – Victorian Government, Department of Planning and Community Development (2011)

Provides detailed information on the activities audit, risk and improvement committees can perform in relation to external audit, financial management, risk management and internal audit.

<u>Audit Committee Guidelines – Improving</u> <u>Accountability and Performance</u> – The State of Queensland (Queensland Treasury and Trade) (2012)

Provides sample:

- → letter of appointment for audit, risk and improvement committee members
- self-assessment questionnaire for committee members, external peer review checklist and management feedback questionnaire when assessing committee performance, and
- committee meeting agenda.

<u>Audit Committees (RM-G2)</u> – Australian Government, Department of Finance

Provides a list of professional peak bodies councils could contact to source audit, risk and improvement committee members.

Chairing an Audit Committee - KPMG

Provides information about the role of audit, risk and improvement committee chairs, particularly in relation to:

- → leadership, and
- managing the work of audit, risk and improvement committee members.

<u>Code of Conduct: Audit and Risk Committee</u> <u>Chairs and Members</u> – NSW Treasury (2015)

Outlines the conduct requirements and ethical standards of members and chairs under the prequalification scheme.

Dealing with Corruption, Fraud and the ICAC: the role of public sector Audit and Risk Committees – Independent Commission Against Corruption (2020)

Provides information about the role of audit, risk and improvement committees and risk management in relation to fraud and corruption.

Establishing a skills-based audit committee

– Institute of Internal Auditors-Australia (2020)

Provides an analysis matrix template to assess the skills mix of an audit, risk and improvement committee when appointing committee members.

<u>Guide for Audit & Risk Committees:</u> <u>Understanding Financial Statements</u> – NSW Treasury (2017)

Provides information on activities audit, risk and improvement committee can undertake when reviewing financial statements.

How can audit committee members add value? – PriceWaterhouseCoopers (2011)

Provides a checklist for measuring the performance of audit, risk and improvement committees

Internal Audit and Risk Management Policy for the General Government Sector (TPP-20-08) - NSW Treasury (2020)

Provides information on the NSW public sector risk management and internal audit policy, including:

- the operation of shared audit, risk and improvement committees in the NSW public sector
- matters to consider when deciding whether to enter into a shared arrangement, and
- recommended content for shared use agreements.

Prequalification Scheme: Audit and Risk Committee Independent Chairs and Members – Guidelines for Members and Agencies – NSW Treasury (2020)

Provides information on the operation of the prequalification scheme.

Prequalification Scheme: Audit and Risk Committee Independent Chairs and Members – Scheme Conditions – NSW Treasury (2020)

Provides information about the prequalification scheme's application process, including:

- → the eligibility criteria for members and Chairs, and
- → remuneration rates.

Public Sector Audit Committees: Independent assurance and advice for Accountable Authorities – Australian National Audit Office (2015)

Provides information about the role and functions of audit, risk and improvement committees, including:

- → member roles and responsibilities
- → how to foster good relationships between the council and committee, and
- → checklists for:
 - secretariat actions
 - planning forward meeting agendas, and
 - assessing the performance of members.

<u>Service Delivery Review: A how to manual</u> <u>for local government (second edition)</u> – Australian Centre of Excellence for Local

Outlines the factors councils and audit, risk and improvement committees may consider when reviewing service delivery by the council.

<u>Setting up the Audit Committee</u> – PriceWaterhouseCoopers (2011)

Provides information on:

Government (2015)

- how a council might assess the financial literacy of an audit, risk and improvement committee member, and
- best practice for inducting new committee members.

The Role of the Audit Committee Chair - KPMG (2019)

Provides information on the role of audit, risk and improvement committee chairs, particularly in relation to:

- running committee meetings, and
- oversighting risk management.

Core requirement 2:

Risk management

→ Each council and joint organisation must implement a risk management framework that is consistent with current Australian standards for risk management



Guiding principles for risk management

- Each council must accept responsibility and accountability for risk management in the council
- Each council has a risk management framework that is appropriate for that council and is consistent with the accepted Australian risk management standard
- Risk management is an integral part of all council management, operations, functions and activities and it is clear who is responsible for managing each risk
- → Each council supports the development of a positive risk culture
- Councils regularly review their risk management framework and can flexibly adapt their risk management activities to suit their operations and risk profiles
- Each council is accountable to the community for complying with its statutory obligation to adopt and maintain a risk management framework.

Standards

Each council must manage its strategic and operational risks and implement a risk management framework that is consistent with the current Australian risk management standard and appropriate for the council's risks

It is recognised that each council will have different risk management requirements depending on its size, needs, budget, operational complexity and risk management maturity.

Councils have the flexibility under the Australian risk management standard to adapt the size, scope and delivery of their risk management framework provided it reflects the principles, key elements and processes set out in the standard for managing risks in any sized council or organisation.

Councils can adopt additional requirements that supplement those in the standard provided they do not conflict with the standard.

The current risk management standard at the time of the release of these Guidelines is AS ISO 31000:2018 Risk Management – Guidelines.

Under current licensing and copyright requirements, each council will need to purchase an individually licensed copy of AS ISO 31000:2018 from Standards Australia to obtain a full copy of the standard.

The following is a summary of the definitions, principles, key elements and process of AS ISO 31000:2018.

Definitions

The definition of 'risk' and 'risk management' adopted by councils as part of their risk management framework will be the same as that adopted in the current Australian risk management standard.

At the time of printing, AS ISO 31000:2018 defines:

- risk as the "effect of uncertainty on objectives, where an effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats", and
- risk management as "coordinated activities to direct and control an organisation with regard to risk".

Principles

In summary, AS ISO 31000:2018 requires a council's approach to risk management to be based on the following eight specific principles to ensure it is effective:

- → integrated risk management is integrated into all council activities and decision-making processes
- structured and comprehensive risk management is a structured and comprehensive process that achieves consistent and comparable results

- customised the risk management framework and process are customised to the council
- inclusive risk management is inclusive of all stakeholders and enables their knowledge, views and perceptions to be considered
- dynamic risk management is dynamic and able to respond to changes and events in an appropriate and timely manner
- best available information risk management decisions are based on the best available information and takes into account any limitations and uncertainties
- human and cultural factors risk management takes into account human and cultural factors, and
- continual improvement risk management is continuously and periodically evaluated and improved through learning and experience.

Key elements

To achieve these principles, AS ISO 31000:2018 requires each council to ensure its risk management framework demonstrates the following six elements:

Leadership and commitment

AS ISO 31000:2018 requires risk management to be supported by a positive culture that promotes and communicates risk management as part of everyday activities and decision-making.

The standard states that this culture can only exist when management (i.e. the governing body, general manager and senior staff) demonstrate strong leadership and commitment to risk management.

Practical measures the governing body and/or general manager can take under AS ISO 31000:2018 to exhibit strong leadership in risk management are set out further below.

Integration

AS ISO 31000:2018 requires that risk management be fully integrated within a council and made part of the council's purpose, governance, leadership, strategy, objectives and operations.

Risk is to be managed in every part of the council's organisational structure and every council employee be responsible for managing risk

Design

AS ISO 31000:2018 requires that the design of a council's risk management framework:

- is based on the unique needs, characteristics and risks of the council, and its external and internal context
- demonstrates the council's continual commitment to risk management
- assigns risk management roles, responsibilities and accountabilities within the council
- allocates appropriate council resources for risk management, and
- effectively documents and communicates risk management across the council.

Implementation

AS ISO 31000:2018 requires that each council implements its risk management framework by:

- developing a risk management plan that provides structure for how the council will implement its risk management policy and conducts its risk management activities, and
- ensuring the council's risk management activities are clearly understood and practiced.

The plan should identify decision makers for risk within the council and ensure risk management processes and arrangements are well understood by the council and practiced.

Attachment 4
OLG Draft Guidelines - new risk
management and internal audit
framework for Councils and Joint
Organisations in NSW

Evaluation

AS ISO 31000:2018 requires that each council regularly evaluates the effectiveness of its risk management framework and determines whether it remains suitable.

Improvement

AS ISO 31000:2018 requires that each council continually adapts and improves the design of its risk management framework and how it is integrated throughout the council to help the council move to a higher level of risk maturity.

Process

AS ISO 31000:2018 provides each council with a systematic process to identify, assess and prioritise risks, decide how they will be managed, and document and communicate them across the council.

The process defined in AS ISO 31000:2018 consists of the following steps:

- defining the scope of the council's risk management activities to assist in planning the council's risk management approach
- establishing the internal and external context to ensure that the council understands the internal and external environment it operates in and how risk management will impact, and be impacted by these
- deciding the performance indicators the council will use to measure the effectiveness of its risk management framework and identify gaps between its actual and desired performance
- → defining the council's risk criteria/appetite - that is, the amount and type of risk that the governing body is willing to take, or not take, in order to achieve its strategic plan and objectives
- → conducting risk assessments to determine what risks need to be managed
- → deciding risk treatment options
- developing risk treatment plans that document how controls will be implemented, and
- writing risk reports that will document and communicate the risk management

framework to all staff and be used by the council to regularly review the risk management framework.

County councils and joint organisations

County councils and joint organisations have a lower risk profile than larger and more operationally complex general-purpose councils.

However, they are still responsible for the expenditure of public money, providing services (in the case of county councils), and delivering outcomes on behalf of their member councils and regions (in the case of joint organisations), and need to identify and manage risks appropriately.

Given their lower risk profiles, county councils and joint organisations can share the administration of their risk management framework with another council to reduce costs

Alternatively, joint organisations can undertake the coordination and administration of their member councils' risk management frameworks on behalf of the councils.

Any shared risk management function must operate as an individual resource for each council in the shared arrangement and fulfil the statutory requirements for each council individually.

A shared risk management function should only be established and utilised by a county council or joint organisation where the shared function can maintain a high level of understanding and fulfilment of each council's risk management needs, as well as effective working and reporting relationships with the general manager and senior staff of each council in the shared arrangement.

Councils that establish a shared risk management function should develop and sign a formal agreement with the other councils in the shared arrangement which outlines how

the shared arrangement will operate and costs are shared.

Resourcing

AS ISO 31000:2018 requires each council to ensure sufficient resources are allocated to implement the council's risk management framework and deliver the internal controls needed to ensure the council's risks are appropriately managed.

In practice, this responsibility will fall to the governing body and/or general manager of the council.

These resources include the necessary:

- human resources (with appropriate skills and experience)
- technology, equipment, tools and information management systems for managing risk
- documented processes and procedures, and
- professional development and training for staff to ensure they can fulfil their risk management responsibilities.

To ensure that the governing body and/or general manager makes informed budgeting decisions, the audit, risk and improvement committee is to advise of the resources it considers that the council needs to effectively implement its risk management framework, having regard to any budgetary constraints facing the council and the council's operational environment.

Roles and responsibilities

AS ISO 31000:2018 requires that each council assign risk management roles and responsibilities to all relevant roles within the council.

To ensure effective implementation, the standard also requires each council to

demonstrate strong leadership and commitment to risk management.

In practice, this will see the general manager, governing body and council staff take on the following responsibilities:

Governing body – strategic leadership

Consistent with the governing body's strategic leadership role under section 223 of the Local Government Act, the governing body is responsible for setting the foundational elements of council's risk management framework and the 'tone at the top'.

This includes approving via resolution the council's risk criteria/appetite – a statement that conveys how much risk will be tolerated by the governing body in the pursuit of the strategic objectives for the council, and how risk is to be managed and decisions made within this context.

The councils risk criteria/appetite is to be approved in consultation with the audit, risk and improvement committee.

General manager – operational leadership

Consistent with the general manager's role under section 335 of the Local Government Act to conduct the day-to-day management of the council, the general manager has ultimate responsibility and accountability for risk management in the council.

The responsibility is also specified in the Local Government Regulation (clause #tbc).

This includes:

- overseeing the council's risk management framework and ensuring it is effectively communicated, implemented and reviewed regularly
- approving the council's risk management policy, plans and risk reports (where applicable)
- → promoting and championing a positive risk culture

Guidelines for Risk Management and Internal Audit for Local Government in NSW

- assigning authority and accountability for risk management at appropriate levels and to appropriate staff in the council, and ensuring they are held accountable for these responsibilities
- annually attesting that council's risk management framework complies with statutory requirements (see below), and
- approving the council's implementation of corrective actions recommended by the council's internal audit function, external audit and audit, risk and improvement committee.

Depending on the council's needs, resources and organisational structure, and to assist the integration of risk management across the council, the general manager may wish to delegate responsibility for key aspects of the council's risk management framework to a senior manager or group of senior managers established for this purpose.

The delegate would report to the general manager on risk management issues.

An example risk management policy is provided at **Appendix 5**.

Risk management function – oversight and facilitation

Each council is to establish a risk management function responsible for the day-to-day activities required to implement the council's risk management framework and provide specialist risk management skills and knowledge.

The council's risk management function is a key support to the general manager in meeting their risk management responsibilities and reports directly to the general manager or their delegate.

Each council will have the flexibility to establish its risk management function based on its structure, resourcing, risk management needs and risk management maturity.

Regardless of its structure and composition, the role and responsibilities of the risk management function should include:

- → supporting the general manager by coordinating and providing clear and concise risk information, advice and/or reports that can be used in planning and decision-making
- → coordinating the various activities relating to risk management within the council
- helping to build a risk management culture within the council, including facilitating and driving risk management at the strategic and operational level within the council and ensuring consistency in practice
- ensuring there are easily accessible systems and processes in place to enable all staff to conveniently undertake risk management in their day-to-day work
- ensuring risk management processes are applied consistently across the council
- → organising appropriate staff risk management training and development
- developing and maintaining a risk reporting framework to enable regular advising/reporting of key risks, and the management of those risks, to the general manager or their delegate
- supporting council staff with their risk management obligations and providing staff with advice and tools to ensure risk management compliance
- implementing effective risk management communication mechanisms and information system/s
- establishing and maintaining an ongoing monitoring system to track the risk management activities undertaken within council and assessing the need for further action
- assessing risk management information for completeness, accuracy and consistency (for example, risk registers, risk treatment plans), and
- preparing advice or reports for the audit, risk and improvement committee and attending committee meetings (where requested).

In order to fulfil its role, the risk management function needs to:

→ have a well-developed understanding of the council and its operations

- have the skills, knowledge and leadership qualities required to support and drive risk management
- have sufficient authority to intervene in instances where risk management efforts are being hampered by a lack of cooperation or through lack of risk management capability or maturity, and
- be able to add value to the risk management process by providing guidance and support in managing difficult risk, or risks spread across a number of the council's business units or operational areas.

Dual responsibilities

It is important that the risk management function is independent of line management to reduce the potential for management influence on the risks that are reported on, and to ensure independence.

Where risk management oversight or facilitation activities are performed by council staff with other council responsibilities, the council must put safeguards in place to limit any cognitive bias (which can lead to faulty risk assessments and decision-making errors).

Depending on the specific needs and circumstances of the council, these safeguards could include:

- the audit, risk and improvement committee being informed of the other council responsibilities the risk management function has, including reporting lines, responsibilities and expectations related to the role/s
- any potential issues or conflicts of interest arising from these other roles being formally documented and communicated to the committee
- risk management staff being prohibited from undertaking risk management evaluations and reviews in relation to the council operations they are responsible for, and/or
- → the committee regularly assessing that the safeguards put in place are effective.

Internal audit function – review and assurance

Council's internal audit function is responsible for reviewing and providing advice to the audit, risk and improvement committee and the council on the effectiveness of the council's risk management framework.

Given the need to maintain the independence and objectivity of the internal audit function, the following boundaries are to apply with respect to the role of the internal audit function in relation to the council's risk management framework:

- → it is to be clear that council management remains responsible for risk management
- the internal audit function is to provide advice and challenge and support management's decision-making, as opposed to taking risk management decisions themselves
- the internal audit function should not:
 - manage any of the risks on behalf of the council
 - o set the council's risk criteria/appetite
 - o impose risk management processes
 - o decide or implement risk responses, or
 - be held accountable for risk management activities.

Audit, risk and improvement committee – advice and assurance

An audit, risk and improvement committee's role in relation to risk management is to support the governing body and general manager to ensure that the council's risk management framework is appropriate and operationally effective.

The breadth and depth of this assurance role is to be determined by the council and the audit, risk and improvement committee and could include:

 assessing whether risks at all levels are identified, assessed and reviewed regularly by the council

- → being involved in the regular review of the council's risk register
- reviewing the integration of risk management into business planning and program implementation activities, and/or
- providing assurance in relation to the management of risk or governance arrangements on individual projects, programs or activities.

Appendix 4 provides further examples of the activities the audit, risk and improvement committee could perform in relation to risk management.

Review and reporting

Quarterly reporting

Each council is to ensure its risk management framework is regularly monitored and reviewed to ensure it is relevant, effective and complies with the current Australian risk management standard.

Each council is to base its ongoing monitoring and review process on its own needs, however, this should include at a minimum, providing quarterly advice from the risk management function to the general manager or their delegate.

This will ensure that risks are being correctly identified, prioritised and treated, and any emerging problems are known and rectified quickly.

Annual assessment

Each council's risk management function is to conduct an annual self-assessment of the council's risk management framework.

The annual self-assessment is to report to the general manager whether the council's risk management framework:

- → complies with statutory requirements
- → is sufficiently resourced
- → operates effectively, this includes whether:

- the internal control framework appropriately reflects the council's risk criteria/appetite
- risks are formally considered when developing and implementing all council policies, programs, projects and other activities, including procurement
- risk management covers all relevant risk categories including strategic, operational, compliance, reputational and reporting risks
- major risks have been identified and assessed by the council and appropriate risk treatments have been implemented that reflect the council's risk criteria
- the council's internal controls are effective and appropriate
- the council's risk register and risk profile are current and appropriate
- orisk information is captured and communicated in a timely manner across the council, enabling management and staff to carry out their responsibilities, and
- the council's risk management policies, procedures and plans are being complied with.

The general manager should discuss the annual assessment of the council's risk management function with the governing body and audit, risk and improvement committee at the council's strategic assurance meeting held each council term.

Strategic assessment

The Local Government Regulation (clause #tbc) requires that a council's audit, risk and improvement committee keep the implementation of a council's risk management framework under review and provide advice to the council on its implementation.

A council's audit, risk and improvement committee must provide an assessment of the effectiveness of the council's risk management framework to the governing body each council term, as part of the committee's four-yearly strategic assessment.

As part of the audit, risk and improvement committee's assessment of the council's risk management function, it should consider whether:

- → the council is providing sufficient resources for risk management
- → the council's risk management framework complies with statutory requirements, and
- → the council's risk management framework operates effectively, is being complied with and supports the achievement of the council's strategic goals and objectives

The general manager is to develop an action plan for the governing body to address any risk management issues identified by the committee.

The audit, risk and improvement committee and general manager should discuss the strategic assessment and action plan with the governing body at the council's strategic assurance meeting held each council term.

Performance measures

To ensure the effectiveness of council's risk management activities can be regularly monitored and reviewed, each council must ensure that it:

- assigns performance targets to risk management activities that can be measured against goals and objectives, and
- can obtain the data needed to measure the impact of the council's risk management framework.

Annual attestation

The Local Government Regulation (clause #tbc) requires the general manager to attest each year in the council's annual report whether the council has complied with the following requirements in relation to its risk management activities:

- council has adopted a risk management framework that is consistent with current Australian risk management standards and appropriate for the council's risks, and
- the council's audit, risk and improvement committee reviews the implementation of the council's risk management framework and issues an assessment of the effectiveness of the council's risk management framework to the governing body each council term.

Further information on annual attestation requirements is provided in the statutory framework section of these Guidelines.

Further resources

The following resources may be useful to councils seeking more information about the establishment and operation of their risk management framework. They provide examples, checklists, samples, templates and other practical tools councils could use.

This is not an exhaustive list but provides a useful starting point for councils that seek further information.

<u>A Guide to Risk Management</u> – The State of Queensland (Queensland Treasury) (2020)

Provides guidance on how to apply the Australian risk management standard, including checklists for each stage of the risk management process.

AS ISO 31000:2018 Risk Management – Guidelines – International Standards Organisation (2018)

The current Australian risk management standard at the time of printing (for purchase from the International Standards Organisation)

Audit Committee Guidelines – Improving Accountability and Performance – The State of Queensland (Queensland Treasury and Trade) (2012)

Provides checklists of the matters audit, risk and improvement committees are to consider when reviewing a council's risk management framework and internal controls.

Dealing with Corruption, Fraud and the ICAC: the role of public sector Audit and Risk Committees – Independent Commission Against Corruption (2020)

Provides information about the role of risk management in relation to fraud and corruption.

<u>Risk Management Toolkit for Public Sector</u> <u>Agencies (TPP 12-03)</u> – NSW Treasury (2012)

Consists of three parts:

- → Executive Guide (TPP 12-03a)
- → Volume 1 Guidance for Agencies (TPP 12-03b), and
- → Volume 2 Templates, Examples and Case Study (TPP 12-03c).

Provides detailed and practical advice on the various elements of the Australian risk management standards (ISO 31000), templates and worked examples.

The Three Lines of Defense in Effective Risk Management and Control – Institute of Internal Auditors (2013)

Outlines the three lines of defence approach to risk management and the role of management and internal audit in risk management.

The Role of Internal Auditing in Enterprise-Wide Risk Management - Institute of Internal Auditors

Outlines what enterprise risk management is, how it can be implemented and the role of internal audit in risk management.

Victorian Government Risk Management Framework Practice Guide – Victorian Managed Insurance Agency (2016)

Provides guidance on how to apply the Australian risk management standard, including examples of a risk appetite/criteria statement

Core requirement 3:

Internal audit

→ Each council and joint organisation must have an independent internal audit function that reports to the audit, risk and improvement committee and is consistent with current international standards for internal audit

Guiding principles for internal audit

- The internal audit function operates independently and with appropriate expertise in a manner that is appropriate for the council.
- → The internal audit function has access to all council information necessary to fulfil its role and responsibilities
- The internal audit function is appropriately positioned in the council's governance framework to ensure its work complements the work of other internal and external assurance providers
- The internal audit function has a comprehensive work plan linked to the council's strategic objectives and current and emerging risks
- The audit, risk and improvement committee receives relevant and timely advice from the internal audit function to ensure the committee can fulfil its role and responsibilities
- The internal audit function operates in a manner consistent with accepted international standards
- → The work of the internal audit function is thoroughly planned and executed, riskbased, client-focused and linked to the council's strategic goals
- The internal audit function adds value to the council and is held accountable by the committee and governing body for its performance, and
- Each council is accountable to the community for the effective implementation of its internal audit function.

Independence

Each council in NSW, (including county council and joint organisation) must have an internal audit function to provide an independent unbiased assessment of the council's operations and risk and control activities.

Internal audit is defined in the International Professional Practices Framework issued by the Institute of Internal Auditors as 'an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objective by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes".

A council's internal audit function must operate independently of the council and internal audit activities cannot be subject to direction by the council.

To ensure that the internal audit function remains independent from council management it must have a dual reporting line that reports:



- administratively to the general manager or a sufficiently senior role in the council to ensure the internal audit function fulfils its responsibilities, and
- → functionally to the audit, risk and improvement committee.

Resourcing

The governing body and general manager of the council must ensure that the council's internal audit function is sufficiently resourced to effectively carry out its work. The chair of the audit, risk and improvement committee should be consulted on the resourcing required.

The audit, risk and improvement committee's resourcing recommendations are to be minuted by the committee.

Internal audit charter

It is important that council's internal audit function has clear guidance on how it should serve the audit, risk and improvement committee and the council, and that the committee and council has input into how the internal audit function will operate.

This will ensure there is no ambiguity between the audit, risk and improvement committee, the council or the internal audit function and that the performance of the internal audit function can be assessed.

The Local Government
Regulation (clause #tbc) requires
each council to adopt an internal
audit charter, consistent with the
approved Model Internal Audit Charter
(Appendix 6), to guide how internal audit
will be undertaken by the council and
measure its effectiveness.

The internal audit charter is to be developed by the audit, risk and improvement committee in consultation with the general manager and the head of the internal audit function and approved via resolution by the governing body of the council.

The Local Government Regulation (clause #tbc) allows councils to include additional provisions in their internal audit charter so long as they are not inconsistent with the approved Model Internal Audit Charter.

The audit, risk and improvement committee is to review the council's internal audit charter annually in consultation with the general manager and the head of the internal audit function.

Role of the general manager

Consistent with their role under the Local Government Act (section 355) to conduct the day-to-day management of the council, the general manager has administrative responsibility for internal audit under the Local Government Regulation (clause #tbc).

This means that the general manager is responsible for:

- advising the governing body on the resources required for the effective functioning of the internal audit function
- ensuring appropriate administrative support is provided to support the work of the internal audit function - for example, access to council's human resources networks, payroll, work health and safety, office facilities and resources, council information etc.
- ensuring that the internal audit function is appropriately positioned within the council to work with external bodies and internal business units and fulfil its role and responsibilities
- ensuring the internal audit function complies with the International Professional Practices Framework, and
- annually attesting, on behalf of the council, that the council is fulfilling its statutory obligations in relation to internal audit.

The general manager has no role in the performance of the internal audit function - for example, the conduct of internal audits, the audit techniques used, or the reporting of internal audit findings to the audit, risk and improvement committee.

Delegation

The general manager can, in consultation with the governing body of the council and the audit, risk and improvement committee, delegate their functions in relation to the oversight of the council's internal audit function to another role in the council that is sufficiently senior to ensure the internal audit function meets its responsibilities.

In making a delegation, consideration should be given to how the delegation will influence the internal audit function's ability to achieve the internal audit charter given the:

 seniority and expertise of the delegate and demands placed on them by their other roles and responsibilities in the council

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- support available to the delegate to successfully execute their delegation in relation to internal audit
- → complexity of the council's core business
- → risk profile of the council
- → expectations of stakeholders, and
- likely demands placed on the internal audit function.

Role of the audit, risk and improvement committee

Under the Local Government Regulation (clause #tbc), the audit, risk and improvement committee exercises functional oversight of a council's internal audit function to ensure it operates independently from the council.

This means that the audit, risk and improvement committee is responsible for:

- assisting the governing body to identify the resources necessary for the effective functioning of the internal audit function
- setting the annual and four-yearly work plans for the internal audit function, including the audits that will be completed
- assessing the findings and recommendations of completed audits and providing the committee's advice and opinion on issues raised to the general manager and governing body of the council
- developing the internal audit charter that will guide the work of the internal audit function and how it operates, and
- reviewing the performance of the internal audit function.

Structure

Each council will have different internal audit function requirements depending on the council's size, needs, budget and operational complexity and can either:

- establish an internal audit function for their own exclusive use, or
- share their internal audit function with another council, county council or joint organisation.

For cost and administrative efficiency, councils are also able to:

- establish an in-house internal audit function comprising of council staff/contractors, and/or
- outsource their internal audit function to an external provider/s – for example, a private sector accounting firm, internal audit firm, internal audit contractor etc.

These options will assist councils, county councils and joint organisations:

- to establish their internal audit function in the most cost-effective way
- in remote locations that may find it difficult to appoint or retain the staff necessary to support a stand-alone internal audit function
- → to access a larger resource pool than would be available to a single council, and
- create efficiencies through common systems, shared knowledge and internal audit tools.

When deciding the most appropriate way to structure a council's internal audit function, the general manager should consider the viability and capacity of a shared internal audit function to achieve the council's internal audit charter given the:

- → size of the council in terms of both staffing levels and budget
- → geographical and functional distribution of the council's operations
- → complexity of the council's core business
- ightarrow risk profile of the council
- → expectations of stakeholders, and
- likely demands placed on the internal audit function by other councils in the shared arrangement.

Whatever structure is adopted, the head of a council's internal audit function must:

- be a council employee and cannot be outsourced, other than through a shared arrangement with another council, and
- → meet the eligibility and independence criteria for the position.

This is to ensure that the council retains strategic control of the internal audit function and can actively monitor its performance.

County councils

County councils may enter into a shared arrangement with one of their constituent councils or another county council.

Joint organisations

Joint organisations that do not host a shared internal audit function for the use of their member councils can enter into a shared arrangement with a member council.

In-house internal audit function

An in-house internal audit function is where internal auditors and other staff (where required) are employed by the council to conduct the internal audits and other activities in the audit, risk and improvement committee's annual and four-yearly strategic work plan.

The advantages of establishing an in-house internal audit function may include:

- council retaining ownership of internal audit information
- confidentiality of sensitive information contained in audits
- stronger direction and oversight by the council of the internal audit function with more direct control over the quality of audits conducted

- internal auditors having council-specific knowledge and experience that delivers better audit results
- → greater agility to respond quickly to emerging issues, and
- the retention of corporate knowledge within the council.

Disadvantages may include:

- challenges attracting and retaining suitable staff
- → specialist skills may not be available inhouse
- → reduced flexibility, and
- the need to provide council facilities and office space for internal audit personnel.

Councils that establish an in-house internal audit function are not limited to employing staff members and can supplement the internal audit team's work with audits undertaken by external providers where necessary.

Councils that have been categorised as a tier 2 or tier 3 council are encouraged to establish an in-house internal audit function given their:

- → significant assets
- higher risk profiles
- → higher levels of expenditure, and
- → more complex transactions and operations.

Head of an in-house internal audit function

Each council's internal audit function must be led by a staff member with sufficient skills, knowledge, experience and integrity to ensure it undertakes its role appropriately, meets its responsibilities to the audit, risk and improvement committee and makes a valuable contribution to the council.

The head of an in-house internal audit function (described as the 'chief audit executive' in the International Professional Practices Framework) also needs to report to the general manager or a sufficiently senior role in the council that ensures the internal audit function fulfils its responsibilities.

For some councils with larger budgets and higher risks, the head of the internal audit function will require the support of a dedicated internal audit team to fulfil the internal audit charter.

For other smaller councils, their size and risk profile may not justify additional internal audit staff and the head of the internal audit function will be sufficient.

The head of the internal audit function may also have other council responsibilities outside of internal audit.

Role and responsibilities

For all in-house internal audit functions, regardless of size, the key responsibilities of the head of the internal audit function include:

- managing the day-to-day activities of the council's internal audit activities to ensure they add value to council
- managing the council's internal audit budget
- supporting the operation of the audit, risk and improvement committee
- approving internal audit project plans, conducting or supervising audits and assessments and providing independent advice to the committee
- monitoring the council's implementation of corrective actions that arise from the findings of audits
- fulfilling the committee's annual work plan and four-yearly strategic plan
- ensuring the council's internal audit activities comply with statutory requirements
- managing internal audit personnel and ensuring that they have the skills necessary to fulfil the role and responsibilities of the internal audit function (where appropriate),
- contract management and oversight of supplementary external providers (where appropriate).

Eligibility criteria

To fulfil these responsibilities, the head of the internal audit function:

- must be a council employee and cannot be outsourced, other than through a shared arrangement with another council – this is to ensure that the council retains strategic control of the internal audit function and is able to actively monitor the performance of the internal audit function
- must be independent, impartial, unbiased and objective when performing their work and free from conflicts of interest
- should possess the following skills, knowledge and experience to effectively carry out their role:
 - the credibility to ensure they can negotiate on a reasonably equal footing with the general manager (or their delegate), governing body and audit, risk and improvement committee
 - the skills, knowledge and personal qualities necessary to lead credible and accepted internal audit activities in the council
 - strong experience overseeing internal audit
 - appropriate qualifications and professional certifications, and
 - local government experience (preferred).

The head of the internal audit function must also operate and conduct their internal audit activities in accordance with the International Professional Practices Framework, including its Code of Ethics.

As a council employee, the head of the internal audit function must comply with all relevant council policies and procedures as required by other council staff members, including the council's code of conduct.

Independence

It is important that the head of an in-house internal audit function has the functional independence to ensure that this role has the freedom necessary to independently assess and report on the way council operates. As a safeguard, the Local Government Regulation (clause #tbc) requires the general manager to consult with the chair of the audit, risk and improvement committee before

appointing or changing the employment conditions of the head of the internal audit function (including disciplinary measures).

Where dismissal occurs, the general manager must report to the governing body advising of the reasons why the head of the internal audit function was dismissed.

Where the chair of the audit, risk and improvement committee has any concerns about the treatment of the head of the internal audit function, or any action taken that may compromise the head of the internal audit function's ability to undertake their functions independently, they can report their concerns to the governing body of the council.

The head of the internal audit function is required to confirm at least annually to the audit, risk and improvement committee the independence of internal audit activities from the council.

Access to council staff and information

All internal audit personnel, including the head of an inhouse internal audit function have direct and unrestricted access to council staff, the audit risk and improvement committee and council information and resources necessary to undertake their role and responsibilities.

All council staff and contractors should have unrestricted access to the head of the internal audit function to allow them to alert them to emerging risks or internal audit related issues.

Internal audit team

Any other staff members appointed to council's in-house internal audit function report directly to the head of the internal audit function.

As council employees, internal audit staff must comply with all relevant council policies and procedures including the council's code of conduct.

In-house internal auditors must also conduct internal audit activities in accordance with the International Professional Practices Framework.

Internal audit should be performed by professionals with an appropriate level of understanding of the council's culture, systems and processes to provide assurance that the internal controls in place are sufficient to mitigate the risks, that the governance processes are adequate and that organisational goals and objectives are met.

In-house internal auditors should therefore possess the following skills, knowledge and experience to effectively carry out their role:

- the skills, knowledge and experience necessary to conduct internal audit activities in the council – for example:
 - accounting
 - o finance
 - o economics
 - o governance
 - management
 - o law
 - taxation
 - o fraud and corruption
 - o IT
- effective interpersonal and communication skills to ensure they can partner with council staff effectively and collaboratively
- → honesty, integrity and due diligence, and
- appropriate qualifications and professional certifications.

Local government experience or expertise is also strongly preferred.

Dual responsibilities

To ensure the internal audit function's independence and objectivity, it is best practice that the head of the in-house internal audit function and any other members of an in-house internal audit team have no other council responsibilities other than internal audit.

However, it is recognised that some councils may find it difficult to employ a stand-alone head of an in-house internal audit function or other supporting internal auditors due to the

cost involved, the council's location and/or that the size of the council's operations and risk profile or the council's organisational structure may not warrant stand-alone employees.

Councils can therefore combine the head of the internal audit function's role and/or the role of a member of the internal audit team with another council role or responsibilities provided there are adequate safeguards put in place by the council to limit any real or perceived bias or conflicts of interest that may lead to faulty decision-making and cognitive hias

An internal audit role must not be combined with the role of the general manager, chief financial officer or risk management function as it will create conflicts of interest that cannot be resolved.

Councils can also share their head of the internal audit function with another council, county council or joint organisation as part of a shared arrangement.

Depending on the specific needs and circumstances of the council, safeguards could include:

- any potential issues or conflicts of interest arising from a dual role being formally documented in council's internal audit charter
- the audit, risk and improvement committee, or another suitably qualified and independent party, reviewing internal audit briefs, findings and recommendations before they are finalised where they concern any key risks overseen by the head of the internal audit function or internal audit team member in another role
- the head of the internal audit function or an internal audit team member not having responsibility for managing any risks or implementing any audit recommendations or corrective actions in their other role/s, and/or
- → the committee including an assessment of the independence and objectivity (for internal audit purposes) of the head of the internal audit function or any internal audit team members with a dual role in their

annual assessment report to the governing body.

The endorsement of the governing body, in consultation with the audit, risk and improvement committee is also required before any combined roles can commence.

Where the head of the internal audit function has a dual role in a council, they are to remain independent and report functionally to the audit, risk and improvement committee on their internal audit responsibilities.

For other council responsibilities, the head of the internal audit function reports functionally through normal council reporting lines to the general manager.

Outsourced internal audit function

Where a council outsources their internal audit function, the internal audits required by the audit, risk and improvement committee are undertaken by an external provider such as an internal audit or accounting firm, or an individual practitioner.

Contract management is overseen by an employee within the council.

The advantages of using external providers for internal audit activities may include:

- → flexibility
- access to a wide range of expertise and experience, especially outside of local government and provide expertise the council may not have
- provides a window to better practice methods that small councils may find difficult to access
- the ability to purchase services as and when required
- → can increase internal audit's independence from the council
- overcoming challenges recruiting a head of an internal audit function or internal audit staff, and
- potential to negotiate lower fee-for-service costs

Disadvantages may include:

- → increased costs
- → potential loss of corporate knowledge from the council
- difficulty building and maintaining professional relationships between council management and external contractors
- reduced oversight and control of internal audit activities
- additional in-house staff time required to source and manage external providers and contracts
- the external provider lacking councilspecific knowledge
- internal audit coordinator is unlikely to be audit trained and may not have the knowledge to ensure audit quality is maintained, and
- → potential confidentiality breaches.

Given their size, resources, geographical isolation, risk profiles and complexity of operations, tier 1 councils are encouraged, at a minimum, to establish an outsourced internal audit function.

Head of an outsourced internal audit function

Compared to the head of an in-house internal audit function which personally conducts or supervises internal audits and provides their personal opinions and recommendations to the audit, risk and improvement committee, the head of an outsourced internal audit function will, in practice, primarily be a coordination and administrative role.

The key responsibilities of any council staff member assigned responsibility for leading an outsourced internal audit function is to include:

- → contract management
- → managing internal audit budget
- ensuring the external provider completes internal audits in line with the audit, risk and improvement committee's annual plan and four-yearly strategic plan
- forward audit reports by the external provider to the committee
- → act as a liaison between the external provider and the committee

- monitoring the council's implementation of corrective actions that arise from the findings of audits and reporting progress to the Committee, and
- assisting the committee to ensure the council's internal audit activities comply with statutory requirements.

To fulfil these responsibilities, the head of an outsourced function:

- reports functionally to the audit, risk and improvement committee
- → must be free from conflicts of interest
- must be a council employee and cannot be outsourced, other than through a shared arrangement with another council, county council or joint organisation - this is to ensure that the council retains control of the internal audit function and is able to actively monitor the performance of the external provider
- should possess the following skills, knowledge and experience to effectively carry out their role:
 - a good understanding of the work of audit, risk and improvement committees and internal audit, and
 - the skills, knowledge and personal qualities necessary to manage the council's contract with the external provider and liaise between the external provider and the audit, risk and improvement committee.

As a council employee, the head of an outsourced function must comply with all relevant council policies and procedures as required by other council staff members, including the council's code of conduct.

Dual responsibilities

The head of an outsourced internal audit function can be assigned other roles and responsibilities in the council.

Where the head of an outsourced function has a dual role in a council, they are to remain independent and report functionally to the audit, risk and improvement committee in relation to their internal audit responsibilities. For other council responsibilities, the head of an outsourced function reports functionally through normal council reporting lines to the general manager.

Councils can combine the head of an outsourced function's role with another council role or responsibilities provided that there are adequate safeguards put in place by the council to limit any real or perceived bias or conflicts of interest.

Depending on the specific needs and circumstances of the council, safeguards could include:

- any potential issues or conflicts of interest arising from a dual role being formally documented in council's internal audit charter
- the audit, risk and improvement committee endorsing the dual roles before they can commence
- the head of the outsourced function not having responsibility for managing any risks or implementing any audit recommendations or corrective actions in their other role/s, and/or
- the committee including an assessment of the independence and objectivity (for internal audit purposes) of the head of the outsourced function in their annual assessment report to the governing body.

 is able to meet the council's statutory internal audit obligations.

The head of the outsourced function must also consult with the audit, risk and improvement committee and general manager regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by the council.

Chair of the audit, risk and improvement committee

The chair of an audit, risk and improvement committee that oversees an outsourced internal audit function is likely to have greater responsibilities than that of an in-house internal audit function.

As the head of an outsourced function is largely a coordination/administrative role, committee members, and in particular the chair of the Committee, will do the 'heavy lifting' and be the primary source of advice on the findings and recommendations of audits conducted by the external provider and assurance to the council.

Councils that establish an outsourced internal audit function must ensure that their audit, risk and improvement committee has the capacity and capability to undertake this increased role.

External provider/s

It is important that any external provider engaged by a council is independent and can objectively assess and report on the way council operates.

To ensure the independence of an external provider, the head of the outsourced function is to ensure the external provider:

- does not conduct any audits on specific council operations or area that they have worked on within the last two years
- is not the same auditor conducting the council's external audit
- → is not the auditor of any contractors of the council that may be possibly subject to the internal audit, and

Shared internal audit function

Under the Local Government Regulation (clause #tbc) councils can:

- share an internal audit function with another council or joint organisation as part of an independent shared arrangement
- utilise the internal audit function established by their joint organisation that is shared by member councils
- for county councils share an internal audit function with a constituent council, or

 for joint organisations - share an internal audit function with a member council.

Councils can establish an in-house or outsourced internal audit function as part of a shared arrangement.

A shared internal audit function must operate as a standalone internal audit function for each participating council in the shared arrangement and satisfy statutory requirements for each participating council.

A shared internal audit function should only be established and utilised where all participating councils can be confident that the shared function can deliver a high level of understanding and fulfilment of each council's internal audit needs and maintain effective working and reporting relationships with each participating council in the shared arrangement.

Councils that establish a shared internal audit function should develop and sign a formal agreement with the other councils in the shared arrangement which outlines how the shared arrangement will operate and how costs will be shared.

Implementation

Given the administrative complexity of an internal audit function shared between councils and reporting to multiple governing bodies and general managers, the following arrangements are recommended:

- the internal audit function is hosted by one of the councils, county councils or joint organisations in the shared arrangement
- the head of the internal audit function and any other internal audit team members are employees of the host council
- the head of the internal audit function reports administratively to the general manager (or their delegate) of the host council, and
- the general manager of the host council can only appoint or dismiss the head of the internal audit function in consultation with the general managers and audit, risk and improvement committees of each participating council.

For internal audit functions established by joint organisations and shared between member councils it is recommended that:

- the internal audit function is physically located at the offices of the joint organisation or a member council
- the head of the internal audit function reports administratively to the executive officer of the joint organisation
- the head of the internal audit function and any internal audit staff are employees of the joint organisation, and
- the Executive officer of the joint organisation can only appoint or dismiss the head of the internal audit function in consultation with the general managers and audit, risk and improvement committees of each member council.

Head of a shared internal audit function

In-house function

The head of a shared in-house internal audit function needs to be able to:

- liaise with the governing body and general manager of each participating council about that council's internal audit activities
- implement the annual work plan and fouryearly strategic plan for each council
- conduct or oversee the individual audits of each council and monitoring the implementation of corrective actions
- manage any contractual arrangements with external providers on behalf of each council (where required)
- attend the audit, risk and improvement committee meetings of each respective council on behalf of that council, and
- maintain separate and confidential information for each council.

Outsourced function

The head of a shared outsourced internal audit function needs to be able to:

 manage contracts with external providers on behalf of all councils in the shared arrangement

ment in NSW

- liaise with the audit, risk and improvement committee and general manager of each council
- coordinate the completion of audits by the external provider in line with each council's annual plan and four-yearly strategic plan
- provide audit reports by the external provider to the relevant committee and general manager and coordinate council responses
- monitor the implementation by each council of corrective actions that arise from the findings of audits and reporting progress to the committee
- assist each council's committee to ensure the council's internal audit activities comply with statutory requirements, and
- → maintain separate and confidential information for each council.

Workplans

The work of each council's internal audit function will be guided by the strategic four-yearly workplan and annual workplan developed by the audit, risk and improvement committee (see core requirement 1).

Performing internal audits

It is essential that a council's internal audit function performs the council's internal audits to a high and consistent standard and that the findings and recommendations that arise from audits can be relied upon by the audit, risk and improvement committee and the council.

Each council's internal audits
must be performed in
accordance with the
requirements of the
International Professional Practices
Framework.

The internal audit tools, techniques and methodologies used by the internal audit function must be approved by the audit, risk and improvement committee.

Where risk information or ratings are used during the internal audit process, they must be developed and applied consistently with the current Australian risk management standard.

Audit reports

The head of the internal audit function must provide the findings and recommendations of internal audits to the audit, risk and improvement committee at the end of each audit.

The audit, risk and improvement committee will determine whether audit reports should be distributed to committee members out-of-session as they are completed, or at each quarterly meeting of the committee.

Each internal audit report written must reflect the requirements of the International Professional Practices Framework.

This includes:

- necessary background information, including the objective and scope of the audit
- → the audit processes and methodology used
- findings and recommendations based on the audit's objectives, prioritised according to their level of risk
- recommended remedial actions to address problems identified which have been prioritised according to risk, and
- a response or action plan from the general manager and/or responsible senior managers of the council.

The head of the internal audit function must provide a draft of each report to the responsible senior manager/s so that a response to each recommendation from each relevant business unit can be included in the final report that is submitted to the audit, risk and improvement committee.

The audit, risk and improvement committee must agree with the general manager the maximum time period the general manager has to approve and provide the council's response to the committee.

Responsible senior managers will have the right to reject recommended corrective action/s on reasonable grounds but should discuss their position with the head of the internal audit function or the chair of the audit, risk and improvement committee before finalising the council's position with the general manager. Reasons for rejecting the recommendation/s must be included in the final audit report.

For those recommendations that are accepted, responsible senior managers are required to ensure that:

- → an action plan is prepared for each recommendation that assigns responsibility for implementation to a council staff member/s and timeframes for implementation
- → all corrective actions are implemented within proposed timeframes, and
- the head of the internal audit function is provided regular updates, or as otherwise reasonably requested, in relation to the implementation of the internal audit action plan.

Where corrective actions are not implemented within agreed timeframes, the audit, risk and improvement committee can invite the responsible senior manager to explain why implementation has not occurred and how the resulting risk is being addressed in the interim.

The audit, risk and improvement committee can raise any concerns it may have about the council's response to internal audit reports with the general manager and in the committee's quarterly report to the governing body so that they are aware of the risks posed to the council

Ongoing monitoring

The head of the internal audit function should establish an ongoing monitoring system to track the internal audits undertaken for the council and follow-up council's progress in implementing corrective actions.

Compliance with regulatory requirements and internal audit standards could also be included as part of ongoing monitoring and self-assessment.

If necessary, any problems identified must be reported to the audit, risk and improvement committee and general manager to ensure they can be rectified quickly before their consequences escalate.

The audit, risk and improvement committee can raise any concerns it has that may arise between meetings with the governing body via an additional report where needed. The chair of the committee can also request to meet with the mayor.

This will ensure that the governing body is fully aware of significant emerging risks posed to the council.

Policies and procedures

The general manager, in consultation with the audit, risk and improvement committee, must develop and maintain policies and procedures to guide the operation of the council's internal audit function and the performance of internal audits.

These policies and procedures could include:

- the structure and resourcing of the internal audit function
- how internal audits will be conducted, reported, implemented and monitored
- → audit methodology
- timeframes for reporting and council's response to recommendations
- → how any internal audit-related disputes will be resolved
- → the internal audit function's access to council staff, resources and information
- how the performance of the internal audit function will be reviewed
- communication between the audit, risk and improvement committee and internal audit function, and the internal audit function and the general manager, and

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 information management including document retention, security and access to audit reports. for consideration and action before their consequences escalate.

Providing advice to the audit, risk and improvement committee

Ongoing reporting to the audit, risk and improvement committee is essential to ensure that the committee is kept informed of matters considered by the internal audit function and any emerging issues that may require reporting to the governing body or general manager.

Quarterly updates

The head of the internal audit function is to ensure that the audit, risk and improvement committee is advised at each of the committee's quarterly meetings of

- the internal audits completed during that quarter
- → progress in implementing the annual work plan, and
- progress made implementing corrective actions arising from any past internal audits

The way this information is communicated is to be decided by the audit, risk and improvement committee in consultation with the head of the internal audit function.

Ongoing advice

The head of the internal audit function can meet with the chair of the audit, risk and improvement committee at any time, as necessary, between committee meetings.

This is particularly important to ensure that any urgent or emerging issues identified by the internal audit function can be quickly reported to the audit, risk and improvement committee

Internal audit documents

Internal audit documentation includes any information or documents produced or obtained by a council's internal audit function that relates to the internal audit activities of the council

All internal audit documents:

- are for internal use only, subject to the requirements of the Government Information (Public Access) Act 2009 (GIPA Act)
- are to remain the property of the audited council, including where internal audit services are performed by an external provider – all rights reside with the audited council
- must be documented, retained and controlled in accordance with the International Professional Practices Framework and council policies
- can be accessed by the audit, risk and improvement committee and external auditor without restriction
- can be accessed by the governing body via resolution, subject to the approval of the chair of the committee (any disputes can be referred to the Office of Local Government for resolution)
- subject to the GIPA Act, can only be released to an external party with the approval of the general manager and the chair of the committee, except where the information is being provided to an external oversight or investigative body for the purposes of informing that agency of a matter that may warrant its attention.

Any internal audit documentation provided to any individual, including members of the governing body, should be treated as strictly confidential.

The chair of the audit, risk and improvement committee may refuse to provide access to

internal audit documents or information to anyone who has previously released such information without authorisation.

Review of internal audit function performance

It is important that the work of each council's internal audit function is regularly assessed, and internal auditors held accountable for their performance.

This will ensure that the internal audit function is making a valuable contribution to the council and allows the audit, risk and improvement committee and the council to understand how the council is performing in relation to the matters listed in section 428A of the Local Government Act.

It will also ensure that the audit, risk and improvement committee and council can determine whether any changes to the internal audit function are required.

Annual assessment

The audit, risk and improvement committee must review the performance of the internal audit function each year and report its findings to the governing body as part of the committee's annual assessment.

The annual assessment is to ensure that any concerns regarding the operation of the internal audit function and compliance with the International Professional Practices Framework can be dealt with before they are identified in the four-yearly strategic review, by which time their consequences may have escalated.

An annual assessment will also encourage continuous improvement of the council's internal audit activity.

The audit, risk and improvement committee is to determine the nature of this assessment. It could be conducted, for example, via a selfassessment performed by the head of the internal audit function.

More information about the audit, risk and improvement committee's annual assessments is provided under core requirement 1.

Four-yearly strategic assessment

A council's audit, risk and improvement committee is to provide an assessment of the effectiveness of the council's internal audit function to the general manager and governing body in each term of the council, as part of the committee's four-yearly strategic assessment.

This assessment is to occur regardless of whether the council has established an inhouse or outsourced internal audit function, as the assessment focuses on how the council has implemented its internal audit function.

As part of the audit, risk and improvement committee's assessment of the council's internal audit function, it should consider:

- the views of an independent external party with strong knowledge of internal audit operation
- the independence of the internal audit function
- → whether resourcing is sufficient
- whether the internal audit function complies with statutory requirements and the International Professional Practices Framework
- the appropriateness of annual work plans and strategic plans based on the risks facing the council
- → progress against key performance indicators
- whether the internal audit function adds value and delivers outcomes for the council, and
- → the appropriateness of the internal audit charter.

To ensure the views of the external party consulted are robust, the external party should have:

→ strong skills, knowledge and expertise in internal audit

- → a working knowledge of the International Professional Practices Framework, and
- → no conflicts of interest that may result in bias or a lack of objectivity.

The audit, risk and improvement committee, in consultation with the general manager, is to develop an action plan for the governing body to address any internal audit issues identified by the committee.

The audit, risk and improvement committee's strategic assessment and action plan is to be discussed with the governing body and general manager at the strategic assurance meeting held each council term.

More information about the audit, risk and improvement committee's strategic assessment is provided under core requirement 1.

Reporting concerns about councillors or council staff

Given the nature of internal audit, there may times where the internal audit function identifies concerns about the conduct of council staff.

Where the head of the internal audit function has concerns regarding a staff member, they can:

- raise their concerns with the chair of the audit, risk and improvement committee (if it relates to the effectiveness of the internal audit function)
- report breaches of the council's code of conduct to the general manager, or by the general manager to the Mayor, as required by the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW
- → report their concerns through the council's internal reporting policy, complaints handling policy or other associated protocols, and/or

- → make a public interest disclosure under the Public Interest Disclosures Act 1994 to the:
 - Independent Commission Against Corruption (concerning corrupt conduct)
 - NSW Ombudsman (concerning maladministration)
 - NSW Auditor General (concerning serious and substantial waste of public money)
 - Office of Local Government (concerning serious and substantial waste in local government and breaches of pecuniary interest obligations), and/or
 - Information and Privacy
 Commissioner (concerning government information contraventions).

Annual attestation

The Local Government Regulation (clause #tbc) requires the general manager to attest each year in the council's annual report whether the council has complied with the following requirements:

- council has an internal audit function that provides an independent unbiased assessment of the council's operations and risk and control activities
- → council's internal audit function reports to the audit, risk and improvement committee on internal audit matters
- → the internal audit function operates independently of the council
- council's internal audit function operates according to an internal audit charter, which is consistent with the approved Model Internal Audit Charter contained in these guidelines
- council has appointed an appropriately skilled and eligible staff member to direct the council's internal audit activities or is part of a shared arrangement where a participating council has appointed a staff member to lead internal audit
- internal audit activities are conducted in accordance with the International Professional Practices Framework

- council's internal audit function operates according to annual and four-yearly strategic plans adopted by the governing body of the council
- council provides the internal audit function with direct and unrestricted access to the general manager and other staff, council information and resources so it can fulfil its responsibilities, and
- at least once each council term (i.e. four years)^{*} the audit, risk and improvement committee conducts a review of the effectiveness of the council's internal audit function.

Further information on annual attestation requirements are detailed in the statutory framework section of these Guidelines.



Further resources

The following resources may be useful to councils seeking more information about the establishment and operation of their internal audit function.

This is not an exhaustive list but provides a useful starting point for councils that seek to better understand internal audit, how it can be used by councils to improve performance, and practical tools, examples and templates to adapt for their own use.

International Professional Practices Framework (mandatory guidance) – Institute of Internal Auditors (2017)

Outlines the mandatory requirements for undertaking internal auditing under the International Professional Practices Framework.

Consists of four parts:

- → Core Principles for the Professional Practice of Internal Auditing
- → Definition of Internal Auditing
- → Code of Ethics, and
- → International Standards for the Professional Practice of Internal Auditing

International Professional Practices Framework (recommended guidance) – Institute of Internal Auditors (2017)

Provides detailed guidance on how to implement the International Professional Practice Framework.

Consists of two parts:

- Implementation Guide assists an internal audit function to apply the standards and understand how compliance will be measured by the audit, risk and improvement committee, and
- Supplemental Guide (Practice Guides) provides detailed processes and procedures for the internal audit function.

How can audit committee members add value? – PriceWaterhouseCoopers (2011)

Provides a checklist for measuring the performance of an internal audit function.

Internal Audit in Australia – Institute of Internal Auditors Australia (2016)

Provides an overview of the role of internal audit and the internal audit function, including:

- → the different types of work plans that can be used to guide internal audit activity
- the skills, knowledge, experience and qualifications/certifications required of internal auditors
- performing, reporting and monitoring internal audits, and
- how to review the performance of an internal audit function, including performance measures that could be used

Practice Guide - Talent Management:
Recruiting, Developing, Motivating and
Retaining Great Team Members - Institute
of Internal Auditors (2015)

Provides guidance on how to establish an effective internal audit team (for purchase from the Institute of Internal Auditors).

Quality Assessment Manual for the Internal Audit Activity – Institute of Internal Auditors (2017)

Outlines how the performance of council's internal audit function can be assessed both internally and externally against the International Professional Practices Framework.

Implementation



Under the Local Government Act, all councils and joint organisations are required to appoint an audit, risk and improvement committee by June 2022.

Following June 2022, councils will have two years, until 30 June 2024, to comply with the risk management and internal audit requirements under these Guidelines and five years to comply with the audit, risk and improvement committee requirements.

Audit, risk and improvement committees

New Committees

Councils that currently do not have an audit, risk and improvement committee must appoint a Committee by June 2022 that complies with the requirements of these Guidelines.

Existing Committees

Councils that already have an audit, risk and improvement committee will already comply with the requirement under the Local Government Act to appoint a committee.

These councils will have until June 2027 (five years) to ensure the membership of their committees comply with these guidelines.

Additional transition time is provided to allow the terms of existing audit, risk and improvement committee members that may not otherwise be eligible for membership of the committee under the new requirements, to naturally expire.

Staged compliance will provide greater stability in the membership of existing committees, ensure the retention of corporate knowledge on the committee, and reduce demand on the prequalification scheme.

Risk management framework

Councils have until 30 June 2024 to ensure their risk management framework complies with these guidelines.

However, councils that already have a mature risk management framework are encouraged, for their own benefit, to comply sooner.

Internal audit function

As a transitional measure, councils will have until 30 June 2024 to ensure their internal audit function complies with these guidelines.

However, councils that already have an internal audit function are encouraged, for their own benefit, to comply sooner.

Attestation

Attestation requirements will commence in 2024 for risk management and internal audit, and 2027 for audit, risk and improvement committees.

All councils will be required to publish their attestation certificates commencing with their 2024-2025 annual report.

However, councils with more mature audit, risk and improvement committees, internal audit function and/or risk management frameworks are encouraged to consider publishing attestation certificates in their annual reports sooner.

Appendix 1:

Attestation template and Determination template



Internal Audit and Risk Management Attestation Statement for the [years] Financial Year for [council/joint organisation]

I am of the opinion that [council/joint organisation] has an audit, risk and improvement committee and risk management and internal audit processes that, excluding the exceptions outlined below, operate in compliance with the requirements set out in the *Local Government Act 1993* and *Local Government (General) Regulation) 2005*.

Specifically:

Audit, risk and improvement committee

Requirement	Compliance
[Council's/joint organisation's] audit, risk and improvement committee is independent of the [council/joint organisation] and has three or more members that comply with or exceed the minimum requirements for the [council's/joint organisation's] prescribed category as a [tier #tbc] council	[compliant or non/compliant]
The chair and all members of [council's/joint organisation's] audit, risk and improvement committee meet the eligibility and independence criteria required of their position, and have been appointed in accordance with prescribed membership term limits	[compliant or non/compliant]
[Council's/joint organisation's] audit, risk and improvement committee operates according to terms of reference approved by the [governing body of the council/board of the joint organisation] that are consistent with the approved Model Terms of Reference	[compliant or non/compliant]
[Council's/joint organisation's] audit, risk and improvement committee operates according to annual and four-yearly strategic plans endorsed by the [governing body of the council/board of the joint organisation]	[compliant or non/compliant]
[Council's/joint organisation's] audit, risk and improvement committee provides an annual assessment to the [governing body/board of the joint organisation] each year, and a strategic assessment of all the matters listed in section 428A of the Local Government Act to the [governing body/board] each council term	[compliant or non/compliant, include date of last strategic assessment provided]
The [council/joint organisation] provides the audit, risk and improvement committee with direct and unrestricted access to the [general manager/executive officer], senior management, [council/joint organisation] information and [council/joint organisation] resources so it can fulfil its responsibilities	[compliant or non/compliant]
At least once each council term the [governing body of the council/board of the joint organisation] reviews the effectiveness of the audit, risk and improvement committee.	[compliant or non/compliant, include date of last review]

Membership

The chair and membership of the audit, risk and improvement committee are:

Independent chair	[name]	[start term date]	[finish term date]
Independent member	[name]	[start term date]	[finish term date]
Independent member	[name]	[start term date]	[finish term date]
Independent member ¹	[name]	[start term date]	[finish term date]
Independent member ¹	[name]	[start term date]	[finish term date]
[Councillor/board] member ¹	[name]	[start term date]	[finish term date]

Risk Management

Requirement	Compliance
[Council/joint organisation] has adopted a risk management framework that is consistent with current Australian risk management standards and appropriate for the [council's/joint organisation's] risks	[compliant or non/compliant]
[Council's/joint organisation's] audit, risk and improvement committee is responsible for reviewing the implementation of [council's/joint organisation's] risk management framework and issues a strategic assessment of the effectiveness of the [council's/joint organisation] risk management framework to the [governing body/board] each council term.	[compliant or non/compliant, include date of last strategic assessment provided]

Internal Audit

Requirement	Compliance
[Council/joint organisation] has an internal audit function that provides an independent unbiased assessment of the [council's/joint organisation's] operations and risk and control activities	[compliant or non/compliant]
[Council's/joint organisation's] internal audit function reports to the audit, risk and improvement committee on internal audit matters	[compliant or non/compliant]
[Council's/joint organisation's] internal audit function operates independently of the [council/joint organisation] and internal audit activities are not subject to direction by the [council/joint organisation]	[compliant or non/compliant]
[Council's/joint organisation's] internal audit function operates according to an internal audit charter, which is consistent with the approved Model Internal Audit Charter	[compliant or non/compliant]
[Council/joint organisation] has appointed an appropriately skilled and eligible staff member to direct the [council's/joint organisation's] internal audit activities or is part of a shared	[compliant or non/compliant]

¹ Delete row if optional member not appointed

Requirement	Compliance
arrangement where a participating [council/joint organisation] has appointed a staff member to direct shared internal audit activities	
Internal audit activities are conducted in accordance with the International Professional Practices Framework	[compliant or non/compliant]
[Council's/joint organisation's] internal audit function operates according to annual and four-yearly strategic plans developed by the [council's/joint organisation's] audit, risk and improvement committee and endorsed by the [governing body of the council/board of the joint organisation]	[compliant or non/compliant]
[Council/joint organisation] provides the internal audit function with direct and unrestricted access to the [council/joint organisation] staff, [council's/joint organisation's] audit, risk and improvement committee, [council/joint organisation] information and resources so it can fulfil its responsibilities	[compliant or non/compliant]
At least once each council term [council's/joint organisation's] audit, risk and improvement committee reviews the effectiveness of the [council's/joint organisation's] internal audit function and reports this to the [governing body of the council/board of the joint organisation].	[compliant or non/compliant]

Departures from regulatory requirements

I advise that the audit, risk and improvement committee, risk management and internal audit activities for [council/joint organisation] depart from the requirements set out in the *Local Government Act 1993* and *Local Government (General) Regulation 2005* in the following ways:

Non-compliance	Reason	Alternative measures being implemented	Exemption granted by the Chief Executive of the Office of Local Government
[regulatory requirement]	[detailed description of reasons giving rise to the non-compliance]	[detailed description of the practicable alternative measures implemented to achieve equivalent level of assurance]	[yes/no]

These processes, including the alternative measures implemented, demonstrate that [council/joint organisation] has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within [council/joint organisation].

[signed] [name and position] [date]

[Council/joint organisation] compliance with mandatory risk management and internal audit requirements

I am advised that [council/joint organisation] has not complied with the following requirements with respect to the operation of its [audit, risk and improvement committee/risk management/internal audit processes] (omit where relevant):

Requirement	Reason for non-compliance
[regulatory requirement]	[detailed description of reasons giving rise to the non-compliance]

I note that the following alternative arrangements have been implemented to achieve outcomes equivalent to the requirement/s:

Summary of alternative arrangements	How they will achieve equivalent outcomes
[summary of alternative arrangement]	[summary of how they will achieve equivalent outcomes]

I am satisfied that these alternative arrangements will achieve outcomes equivalent to the requirement/s.

This exemption from the requirements of the *Local Government (General) Regulation 2005* is valid for the financial year/s of [years].

[signed]
[name and position]
[date]

[Office of Local Government contact officer contact details]

Appendix 2:

Audit, risk and improvement committee – role and responsibilities



Under section 428A of the Local Government Act, each council (including county councils and joint organisations) must have an audit, risk and improvement committee to independently review and provide advice to the council regarding the following aspects of council's operations:

- (a) compliance
- (b) risk management
- (c) fraud control
- (d) financial management
- (e) governance
- (f) implementation of the strategic plan, delivery program and strategies
- (g) service reviews
- (h) collection of performance measurement data by the council, and
- (i) any other matters prescribed by the regulation (i.e. internal audit).

The committee must also provide information to the council for the purpose of improving council's performance of its functions.

The audit, risk and improvement committee and council are to agree on the specific activities the committee is to review based on the council's needs, risks and business functions.

The following is a list of activities audit, risk and improvement committees and councils should consider as part of the committee's 'audit', 'risk' and 'improvement' roles based on the requirements of section 428A of the Local Government Act.

This is not an exhaustive list and audit, risk and improvement committees and councils are encouraged to carefully consider the council's business operations, service delivery, financial management processes, internal audit function, external accountability requirements, risk management framework, governance arrangements and integrated planning and reporting framework to maximise the advice and assistance the committee can provide to the council.

Audit

Internal audit

section 428A(2)(i)

Principle

Council has an effective internal audit function and receives maximum value from its internal audit activities.

Committee's role

- Provide overall strategic oversight of internal audit activities
- Act as a forum for communication between the governing body, general manager, senior management, the internal audit function and external audit
- Coordinate as far as is practicable, the work programs of internal audit and other assurance and review functions
- Advise the general manager and governing body of the council:
 - whether the council is providing the resources necessary to successfully deliver the internal audit function
 - if the council is complying with internal audit requirements, including compliance with the International Professional Practices Framework
 - if the council's internal audit charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by the council are suitable
 - of the strategic four-year plan and annual work plan of internal audits to be undertaken by the council's internal audit function
 - if council's internal audit activities are effective, including the performance of the head of the internal audit function and internal audit function
 - o of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised
 - of the implementation by council of these corrective actions

- on the appointment of the head of the internal audit function and external providers, and
- if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities

External audit

Principle

Council receives maximum value from its external audit activities.

Committee's role

- Act as a forum for communication between the governing body, general manager, senior management, the internal audit function and external audit
- Coordinate as far as is practicable, the work programs of internal audit and external audit
- → Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided
- Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations
- Provide advice to the governing body and/or general manager on action taken on significant issues raised in relevant external audit reports and better practice guides

Risk

Compliance framework

section 428A(2)(a)

Principle

Council has an effective compliance framework that ensures it is complying with its legal obligations and other governance and contractual requirements when undertaking its functions.

Committee's role

Advise the general manager and governing body of the council of the adequacy and effectiveness of the council's compliance framework, including:

- if the council has appropriately considered legal and compliance risks as part of the council's risk management framework
- how the council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- → whether appropriate processes are in place to assess compliance.

Risk management

section 428A(2)(b)

Principle

Council has an effective risk management framework and internal controls that successfully identify and manage the risks it faces.

Committee's role

Advise the general manager and governing body of the council:

Risk management framework

- whether the council is providing the resources necessary to successfully implement its risk management framework
- if the council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- → whether the council's risk management framework is adequate and effective for identifying and managing the risks the council faces, including those associated individual projects, programs and other activities
- if risk management is integrated across all levels of the council and across all processes, operations, services, decisionmaking, functions and reporting

- of the adequacy of risk reports and documentation, for example, the council's risk register and risk profile
- whether a sound approach has been followed in developing risk management plans
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- if council has taken steps to embed a culture that is committed to ethical and lawful behaviour
- → if there is a positive risk culture within the council and strong leadership that supports effective risk management
- → of the adequacy of staff training and induction in risk management
- how the council's risk management approach impacts on the council's insurance arrangements
- of the effectiveness of council's management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal control framework

- → if the internal controls in place are appropriate for the risk council faces
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- if the council's monitoring and review of controls, including policies and procedures, is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately

Fraud and corruption control framework

section 428A(2)(c)

Principle

Council has an effective fraud and corruption control framework in place that minimises the incidence of fraud and corruption.

Committee's role

Advise the general manager and governing body of the council of the adequacy and effectiveness of the council's fraud and corruption prevention framework and activities, including whether the council has:

- → a fraud and corruption policy
- clearly defined responsibilities for managing fraud and corruption
- risk-based preventative and detective controls
- policies, systems and processes to respond to, investigate and report suspected fraud and corruption
- → employee awareness/education measures
- → robust third-party management systems
- appropriate processes and systems in place to capture and effectively investigate fraud-related information
- regular review of the fraud and corruption control framework and reporting,
- implemented applicable guidance and other better practice measures by the Independent Commission Against Corruption.

Financial management framework

section 428A(2)(d)

Principle

Council has an effective financial management framework, sustainable financial position and positive financial performance.

Committee's role

Advise the general manager and governing body of the council:

External accountability and financial reporting framework

- if council is complying with accounting standards and external accountability requirements
- of the appropriateness of councils accounting policies and disclosures
- → of the implications for council of the findings of external audits and performance audits and council's

- responses and implementation of recommendations
- whether the council's financial statement preparation procedures and timelines are sound
- the accuracy of the council's annual financial statements prior to external audit, including:
 - management compliance/representations
 - significant accounting and reporting issues
 - the methods used by the council to account for significant or unusual transactions and areas of significant estimates or judgements
 - appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in the council's report is consistent with signed financial statements

Financial management framework

- → if the council's financial management processes are adequate
- → the adequacy of cash management and credit card use policies and procedures
- → if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions
 - o adequate segregation of duties
 - timely reconciliation of accounts and balances
 - review of unusual and high value purchases

Financial position and performance

 if policies and procedures for management review and consideration of the financial position and performance of the council are adequate

<u>Grants and tied funding policies and procedures</u>

→ if council's grants and tied funding policies and procedures are sound.

Governance framework

section 428A(2)(e)

Principle

Council has an effective governance framework to ensure it is appropriately directing and controlling the management of the council.

Committee's role

Advise the governing body and general manager if the council's governance framework is sound, including the council's:

- → decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- → assignment of key role and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge.

Improvement

Strategic planning

section 428A(2)(f)

Principle

Council has an effective framework that ensures it achieves its strategic plans and objectives under the integrated planning and reporting (IP&R) framework.

Committee's role

Advise the general manager and governing body of the council:

- → of the adequacy and effectiveness of the council's IP&R processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and

 whether the council is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

section 428A(2)(g) and s428A(3)

Principle

Council has an effective framework to ensure it is delivering services and conducting its business and functions to an expected standard.

Committee's role

- Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)
- Advise the general manager and governing body of the council:
 - if council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
 - if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
 - how the council can improve its service delivery and the council's performance of its business and functions generally

Performance data and measurement

section 428A(2)(h)

Principle

Council's performance management framework ensures council can measure its performance and if it is achieving its strategic goals.

Committee's role

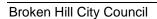
Advise the general manager and governing body of the council:

- if council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- the performance indicators council uses are effective, and
- of the adequacy of performance data collection and reporting.



Appendix 3:

Model Terms of Reference for audit, risk and improvement committees



Model Terms of Reference for local government audit, risk and improvement committees

[Council/joint organisation] has established an audit, risk and improvement committee in compliance with section 428A of the *Local Government Act 1993* and clauses (#tbc) of the *Local Government (General) Regulation 2005*. These terms of reference set out the Committee's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

Objective

The objective of [council's/joint organisation's] audit, risk and improvement committee is to provide independent assurance to [council/joint organisation] by monitoring, reviewing and providing advice about the [council's/joint organisation's] governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

Independence

The Committee is to be independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to act independently and provide [council/joint organisation] with robust, objective and unbiased advice and assurance.

The Committee is to provide an advisory and assurance role only and is to have no administrative function, delegated financial responsibility or any management functions of the [council/joint organisation]. The Committee will provide independent advice to the [council/joint organisation] that is informed by the [council/s/joint organisation's] internal audit and risk management activities and information and advice provided by [council staff/joint organisation], relevant external bodies and subject matter experts.

The Committee must at all times ensure it maintains a direct reporting line to and from the [council's/joint organisation's] internal audit function and act as a mechanism for internal audit to report to the [governing body/board] and [general manager/executive officer] on matters affecting the performance of the internal audit function.

Authority

[Council/joint organisation] authorises the Committee, for the purposes of exercising its role and responsibilities, to:

- → access any information it needs from the [council/joint organisation]
- → use any [council/joint organisation] resources it needs
- → have direct and unrestricted access to the [general manager/executive officer] and senior management of the [council/joint organisation]
- → seek the [general manager's/executive officer's] permission to meet with any other [council/joint organisation] staff member or contractor
- → discuss any matters with the external auditor or other external parties
- → request the attendance of any employee at committee meetings, and
- obtain external legal or other professional advice. [Detail any prior approval needed or predetermined budget for costs].

Information and documents pertaining to the Committee are confidential and are not to be made publicly available. The Committee may only release [council/joint organisation] information to external parties that are assisting the Committee to fulfil its responsibilities with the approval of the [general manager/executive officer], except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention. [change if documentation is to be made available to the public]

Composition and tenure

The Committee consists of [tier 1 – one independent prequalified voting Chair, two independent voting members and one non-voting councillor/board member] [tier 2 – one independent prequalified voting Chair, one independent prequalified voting member, one independent voting member and one non-voting councillor/board member] [tier 3 – one independent prequalified voting Chair, two independent prequalified voting members and one non-voting councillor member/board member], in accordance with the *Guidelines for risk management and internal audit in local councils in NSW*.

[If applicable - council/joint organisation has been granted an exemption by the Secretary of the Department of Planning, Industry and Environment from the requirement that the Chair of the Committee be prequalified under the NSW Government's Audit and Risk Committee Independent Chairs and Members Prequalification Scheme.]

The [governing body/board] is to appoint the Chair and members of the Committee. The Chair is counted as one member of the Committee. Current committee members are:

[name]	Independent chair (voting)
[name]	Independent member (voting)
[name]	Independent member (voting)
[name]	[Councillor/board] member (non-voting) (if applicable) [cannot be the mayor]

All committee members are to meet the independence and eligibility criteria prescribed in the Guidelines for risk management and internal audit in local councils in NSW.

Members will be appointed for a four-year period. Members can be reappointed for a further term, but the total period of continuous membership cannot exceed eight years. This includes any term as Chair of the Committee. Members who have served an eight-year term (either as member or Chair) must have a two-year break from serving on the Committee before being appointed again. To preserve the Committee's knowledge of [council/joint organisation], ideally, no more than one member should leave the Committee because of rotation on any one year.

Specific member terms and conditions are to be disclosed in a letter of appointment. New members will be thoroughly inducted to their role and receive relevant information and briefings on their appointment to assist them to meet their committee responsibilities.

Prior to approving the reappointment or extension of the Chair's or an independent member's term, the [governing body/board] is to undertake an assessment of the Chair's or committee member's performance. Reappointment of the Chair and members is also to be subject to the individual still meeting independence and eligibility requirements.

Members of the Committee are to possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial management of [council/joint organisation], the environment in which [council/joint organisation] operates, and the contribution that the Committee makes to the [council/joint organisation]. At least one member of the Committee must have accounting or related financial management experience with an understanding of accounting and auditing standards in a local government environment. All members should have sufficient understanding of the [council's/joint organisation's] financial reporting responsibilities to be able to contribute to the Committee's consideration of the [council's/joint organisation's] annual financial statements.

[Add any relevant details about shared arrangements, if applicable].

Role

In accordance with section 428A of the *Local Government Act 1993*, the role of the Committee is to review and provide independent advice to the [council/joint organisation] regarding the following aspects of the [council's/joint organisation's] operations:

- → compliance
- → risk management
- → fraud control
- → financial management
- → governance
- → implementation of the strategic plan, delivery program and strategies
- → service reviews
- → collection of performance measurement data by the [council/joint organisation], and
- → internal audit.

The Committee must also provide information to the [council/joint organisation] for the purpose of improving [council/s/joint organisation's] performance of its functions.

The Committee's specific audit, risk and improvement responsibilities under section 428A are outlined in Schedule 1 to this charter.

The Committee will act as a forum for the [council's/joint organisation's] internal audit function and oversee its planning, monitoring and reporting to ensure it operates effectively.

The Committee will have no power of direction over external audit or the manner in which the external audit is planned or undertaken but will act as a forum for the consideration of external audit findings.

The Committee is directly responsible and accountable to the [governing body of the council/board of the joint organisation] for the exercise of its responsibilities. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of the [council/joint organisation] rests with the [governing body/board] and [general manager/executive officer].

The responsibilities of the Committee may be revised or expanded in consultation with, or as requested by, the [governing body of the council/board of the joint organisation] from time to time.

Responsibilities of members

Independent members

The Chair and members of the Committee are expected to understand and observe the requirements of the *Guidelines for risk management and internal audit for local government in NSW*. Members are also expected to:

- → make themselves available as required to attend and participate in meetings
- → contribute the time needed to review and understand information provided to it
- → apply good analytical skills, objectivity and judgement
- → act in the best interests of the [council/joint organisation]
- → have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry
- → maintain effective working relationships with the [council/joint organisation]
- → have strong leadership qualities (Chair)
- → lead effective committee meetings (Chair), and
- → oversee the [council's/joint organisation's] internal audit function (Chair).

[Councillor/board] members (if applicable)

To preserve the independence of the Committee, the [councillor/board] member of the Committee is a non-voting member. Their role is to:

- → relay to the Committee any concerns the [governing body/board] may have regarding the [council/joint organisation] and issues being considered by the Committee
- provide insights into local issues and the strategic priorities of the [council/joint organisation] that would add value to the Committee's consideration of agenda items
- advise the [governing body/board] (as necessary) of the work of the Committee and any issues arising from it, and
- → assist the [governing body/board] to review the performance of the Committee.

Issues or information the councillor member raises with or provides to the Committee must relate to the matters listed in Schedule 1 and issues being considered by the Committee.

The [councillor/board] member of the Committee must conduct themselves in a non-partisan and professional manner. The [councillor/board] member of the Committee must not engage in any conduct that seeks to politicise the activities of the Committee or the internal audit function or that could be seen to do so.

If the [councillor/board] member of the Committee engages in such conduct or in any other conduct that may bring the Committee and its work into disrepute, the Chair of the Committee may recommend to the [council/joint organisation], that the [councillor/board] member be removed from membership of the Committee. Where the [council/joint organisation] does not agree to the Committee Chair's recommendation, the [council/joint organisation] must give reasons for its decision in writing to the Chair.

Conduct

Independent committee members are required to comply with the [council's/joint organisation's] code of conduct and be held to the same ethical, behavioural and conduct standards as officials of the council.

Complaints or breaches of [council's/joint organisation's] code of conduct by an independent committee member are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The [general manager/executive officer] must consult with the [governing body/board] before taking any disciplinary action against an independent committee member in response to a breach of the [council's/joint organisation's] Code of Conduct.

Prequalified Committee members are also required to comply with the code of conduct governing the NSW Government's *Audit and Risk Committee Independent Chairs and Members Prequalification Scheme*.

Conflicts of interest

Once a year, Committee members will provide written declarations to the [council/joint organisation] stating that they do not have any conflicts of interest that would preclude them from being members of the Committee. Independent committee members are 'designated persons' and must also complete and submit returns of interest.

Committee members and observers must declare any pecuniary or non-pecuniary conflicts of interest that may have at the start of each meeting, before discussion of the relevant agenda item or issue, and when the issue arises. Where committee members and observers are deemed to have a pecuniary or a significant non-pecuniary conflict of interest, they are to remove themselves from Committee deliberations on the issue. Details of any conflicts of interest should also be appropriately minuted.

Standards

Committee members are to conduct their work in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and [current Australian risk management standard], where applicable.

Workplans

The work of the Committee is to be thoroughly planned and executed to ensure that all [council/joint organisation] activities and functions are reviewed. The Committee must develop a strategic plan every four years to ensure that all matters listed in Schedule 1 are reviewed by the Committee and the internal audit function over each [council/joint organisation] term. The strategic plan must be reviewed at least annually to ensure it remains appropriate.

The Committee may, in consultation with the [council's/joint organisation's] [governing body/board], vary the strategic work plan at any time to address new or emerging risks. The [governing body/board] of the [council/joint organisation] may also, by resolution, request the Committee to approve a variation to the strategic work plan. However, any decision to vary the strategic work plan must be made by the Committee.

The Committee must also develop an annual workplan to guide its work, and the work of the [name of internal audit function], over the forward year.

The Committee may, in consultation with the [council's/joint organisation's] governing body, vary the annual work plan to address new or emerging risks. The [governing body/board] of the [council/joint organisation] may also, by resolution, request the Committee to approve a variation to the annual work plan. However, any decision to vary the annual work plan must be made by the Committee.

When considering whether to vary the strategic or annual work plans, the Committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the workplan.

Assurance reporting

The Committee must regularly report to the [council/joint organisation] to ensure that the [council/joint organisation] is kept informed of matters considered by the Committee and any emerging issues that may influence the strategic direction of the [council/joint organisation] or the achievement of the [council's/joint organisation's] goals and objectives.

The Committee will provide an update to the [governing body/board] and [general manager/executive officer] of its activities and opinions after every Committee meeting.

The Committee will provide an annual assessment to the [governing body/board] and [general manager/executive officer] each year on the Committee's work and its opinion on how [council/joint organisation] is performing.

The Committee will provide a comprehensive assessment every council term of all the matters listed in Schedule 1 to the [governing body/board] and [general manager/executive officer].

The Committee may at any time report to the [governing body/board] or [general manager/executive officer] on any other matter it deems of sufficient importance to warrant their attention. The Mayor and Chair of the Committee may also meet at any time to discuss issues relating to the work of the Committee.

Should the [governing body/board] require additional information, a request for the information may be made to the Chair by resolution. The Chair may only provide the information requested by the [governing body/board] where the Chair is satisfied that it is reasonably necessary for the [governing body/board] to receive the information for the purposes of performing its functions under the Local Government Act. Individual [councillors/board members] are not entitled to request or receive information from the Committee.

Administrative arrangements

Meetings

The Committee will meet at least [number] times per year, [including a special meeting to review the [council's/joint organisation's financial statements].

The Committee can hold additional meetings when significant unexpected issues arise, or if the Chair is asked to hold an additional meeting by a committee member, the [general manager/executive officer] or the [governing body/board].

Committee meetings can be held in person, by telephone or videoconference. Proxies are not permitted if a member is unable to attend a meeting.

A quorum will consist of a majority of independent voting members. Where the vote is tied, the Chair has the casting vote.

The Chair of the Committee will decide the agenda for each committee meeting. Each committee meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the Committee.

The [general manager/executive officer] and [head of the internal audit function] are to attend committee meetings as non-voting observers. The external auditor (or their representative) is to be invited to each committee meeting as an independent observer. The Chair can request the

[council's/joint organisation's] [Chief Finance Officer or equivalent], [head of risk management function or equivalent], [senior managers or equivalent], any [councillors/board members], any employee/contractor of the council and any subject matter expert to attend committee meetings. These individuals must attend and provide any information requested, where possible. Observers have no voting rights and can be excluded from a meeting by the Chair at any time.

The Committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the committee present.

The Committee must meet separately with both the [name of internal audit function] and the [council's/joint organisation's] external auditor at least once per year.

Dispute resolution

Members of the Committee and the [council's/joint organisation's] management should maintain an effective working relationship and seek to resolve any differences they may have in an amicable and professional way via discussion and negotiation.

In the event of a disagreement between the Committee and the [general manager/executive officer] or other senior managers, the dispute is to be resolved by the [governing body of the council/board of the joint organisation].

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Secretary of the Department of Planning, Industry and Environment in writing.

Secretariat

The [general manager/executive officer] will appoint a [council/joint organisation] employee/s to provide secretariat support to the Committee. The secretariat will ensure the agenda for each meeting and supporting papers are circulated after approval from the Chair at least [number] weeks before the meeting and ensure that minutes of meetings are prepared and maintained. Minutes must be approved by the Chair and circulated within [agreed timeframe] of the meeting to each member.

Resignation and dismissal of members

Where the Chair or a Committee member is unable to complete their term, or does not intend to seek reappointment after the expiry of their term, they should give [agreed timeframe] notice to the Chair and [governing body/board] prior to their resignation to enable the [council/joint organisation] to ensure a smooth transition to a new committee member.

The [governing body/board] can terminate via resolution the engagement of any Chair or independent committee member before the expiry of their term where the individual has:

- breached the conditions of, or become ineligible under the NSW Government's Audit and Risk Committee Independent Chairs and Members Prequalification Scheme
- breached the council's Code of Conduct
- performed unsatisfactorily or not to expectations
- · been declared bankrupt or found to be insolvent
- · experienced an adverse change in business status
- been proven to be in a serious breach of their obligations under any legislation, or
- declared, or is found to be in, a position of a conflict of interest which is unresolvable.

The position of a [councillor/board] member on the Committee can be terminated at any time by the [governing body/board] via resolution.

Review arrangements

At least once every council term the [governing body/board] must conduct an external review of the effectiveness of the Committee.

These terms of reference are to be reviewed annually by the Committee and once each council term by the [governing body/board]. Any substantive changes are to be approved by the [governing body/board].

Further information

For further information on [council's/joint organisation's] audit, risk and improvement committee contact [name] on [email address] or by phone [phone number].

Reviewed by Chair of the audit, risk and improvement committee [signed] [date]

Reviewed by [council/joint organisation] or in accordance with a resolution of the governing body [signed] [date] [resolution reference]

Next review date: [date]



Schedule 1 – Audit, risk and improvement committee responsibilities

[Note: each council/joint organisation is to determine the responsibilities of its Committee related to each matter listed in section 428A of the Local Government Act 1993 and list them in Schedule 1 to the Committee's terms of reference. Suggested responsibilities are provided below and further detailed in core requirement 1 and Appendix 2 of these Guidelines.]

Audit

Internal audit

- → Provide overall strategic oversight of internal audit activities
- → Act as a forum for communication between the [governing body/board], [general manager/executive officer], senior management, the internal audit function and external audit
- Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions
- → Review and advise the [council/joint organisation]:
 - on whether the [council/joint organisation] is providing the resources necessary to successfully deliver the internal audit function
 - if the [council/joint organisation] is complying with internal audit requirements, including conformance with the International Professional Practices Framework
 - if the [council's/joint organisation's] Internal Audit Charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by the [council/joint organisation] are suitable
 - o of the strategic four-year plan and annual work plan of internal audits to be undertaken by the [council's/joint organisation's] internal audit function
 - if [council's/joint organisation's] internal audit activities are effective, including the performance of the head of the internal audit function and internal audit function
 - of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised
 - o of the implementation by [council/joint organisation] of these corrective actions
 - o on the appointment of the head of the internal audit function and external providers, and
 - if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities

External audit

- → Act as a forum for communication between the [governing body/board], [general manager/executive officer], senior management, the internal audit function and external audit
- → Coordinate as far as is practicable, the work programs of internal audit and external audit
- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided
- → Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations
- → Provide advice to the [governing body/board] and/or [general manager/executive officer] on action taken on significant issues raised in relevant external audit reports and better practice guides

Risk

Risk management

Review and advise the [council/joint organisation]:

- → if the [council's/joint organisation's] has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- → whether the [council/joint organisation] is providing the resources necessary to successfully implement its risk management framework
- whether the [council's/joint organisation's] risk management framework is adequate and effective for identifying and managing the risks the [council/joint organisation] faces, including those associated individual projects, programs and other activities
- → if risk management is integrated across all levels of the [council/joint organisation] and across all processes, operations, services, decision-making, functions and reporting
- → of the adequacy of risk reports and documentation, for example, the [council's/joint organisation's] risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- → if [council/joint organisation] has taken steps to embed a culture which is committed to ethical and lawful behaviour
- → if there is a positive risk culture within the [council/joint organisation] and strong leadership that supports effective risk management
- → of the adequacy of staff training and induction in risk management
- → how the [council's/joint organisation's] risk management approach impacts on the [council's/joint organisation's] insurance arrangements
- → of the effectiveness of [council's/joint organisation's] management of its assets, and
- → of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal controls

Review and advise the [council/joint organisation]:

- whether [council's/joint organisation's] approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
- whether [council/joint organisation] has in place relevant policies and procedures and that these are periodically reviewed and updated
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- → if the [council's/joint organisation's] monitoring and review of controls is sufficient, and
- → if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately

Compliance

Review and advise the [council/joint organisation] of the adequacy and effectiveness of the [council's/joint organisation's] compliance framework, including:

- → if the [council/joint organisation] has appropriately considered legal and compliance risks as part of the [council's/joint organisation's] risk management framework
- how the [council/joint organisation] manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- → whether appropriate processes are in place to assess compliance.

Fraud and corruption

Review and advise the [council/joint organisation] of the adequacy and effectiveness of the [council/s/joint organisation's] fraud and corruption prevention framework and activities, including whether the [council/joint organisation] has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

Financial management

Review and advise the [council/joint organisation]:

- → if [council/joint organisation] is complying with accounting standards and external accountability requirements
- → of the appropriateness of [council's/joint organisation's] accounting policies and disclosures
- of the implications for [council/joint organisation] of the findings of external audits and performance audits and [council's/joint organisation's] responses and implementation of recommendations
- → whether the [council's/joint organisation's] financial statement preparation procedures and timelines are sound
- → the accuracy of the [council's/joint organisation's] annual financial statements prior to external audit, including:
 - o management compliance/representations
 - o significant accounting and reporting issues
 - the methods used by the [council/joint organisation] to account for significant or unusual transactions and areas of significant estimates or judgements
 - o appropriate management signoff on the statements
- → if effective processes are in place to ensure financial information included in the [council's/joint organisation's] report is consistent with signed financial statements
- → if the [council's/joint organisation's] financial management processes are adequate
- → the adequacy of cash management policies and procedures
- → if there are adequate controls over financial processes, for example:
 - o appropriate authorisation and approval of payments and transactions
 - o adequate segregation of duties
 - o timely reconciliation of accounts and balances
 - o review of unusual and high value purchases
- \rightarrow if policies and procedures for management review and consideration of the financial position and performance of the [council/joint organisation] are adequate
- → if [council's/joint organisation's] grants and tied funding policies and procedures are sound.

Governance

Review and advise the [council/joint organisation] regarding its governance framework, including the [council's/joint organisation's]:

- → decision-making processes
- → implementation of governance policies and procedures
- → reporting lines and accountability
- → assignment of key role and responsibilities
- → committee structure
- management oversight responsibilities
- → human resources and performance management activities
- reporting and communication activities
- → information and communications technology (ICT) governance, and
- → management and governance of the use of data, information and knowledge

Improvement

Strategic planning

Review and advise the [council/joint organisation]:

- → of the adequacy and effectiveness of the [council's/joint organisation's] IP&R processes
- → if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the [council/joint organisation] is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

- → Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)
- → Review and advise the [council/joint organisation]:
 - if [council/joint organisation] has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
 - if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
 - how the [council/joint organisation] can improve its service delivery and the [council's/joint organisation's] performance of its business and functions generally

Performance data and measurement

Review and advise the [council/joint organisation]:

- → if [council/joint organisation] has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- → if the performance indicators [council/joint organisation] uses are effective, and
- → of the adequacy of performance data collection and reporting.

Appendix 4:

Council categories



Tier 1

General purpose councils

Definition:

- Local government area is in a remote location with a population of <20,000 persons
- Local government area is predominantly rural or agricultural in nature with low population growth.
- → Balranald Shire Council
- → Bellingen Shire Council
- → Berrigan Shire Council
- → Bland Shire Council
- → Blayney Shire Council
- → Bogan Shire Council
- → Bourke Shire Council
- → Brewarrina Shire Council
- → Cabonne Council
- → Carrathool Shire Council
- → Central Darling Shire Council
- → Cobar Shire Council
- → Coolamon Shire Council
- → Coonamble Shire Council
- → Cootamundra-Gundagai Regional Council
- → Cowra Shire Council
- → Dungog Shire Council
- → Edward River Council
- → Federation Council
- → Forbes Shire Council
- → Gilgandra Shire Council
- → Glen Innes Severn Council
- → Greater Hume Shire Council
 → Gunnedah Shire Council
- → Guilledan Sille Council
 → Gwydir Shire Council
- → Hay Shire Council
- → Hilltops Council
- → Inverell Shire Council
- → Junee Shire Council
- → Kyogle Council
- → Lachlan Shire Council
- → Leeton Shire Council
- → Liverpool Plains Shire Council
- → Lockhart Shire Council
- → Moree Plains Shire Council
- → Murray River Council
- → Murrumbidgee Council
- → Muswellbrook Shire Council
- → Nambucca Valley Council
- → Narrabri Shire Council

- → Narrandera Shire Council
- → Narromine Shire Council
- → Oberon Council
- → Parkes Shire Council
- → Snowy Valleys Council
- → Temora Shire Council
- → Tenterfield Shire Council
- → Upper Hunter Shire Council
- → Upper Lachlan Shire Council
 → Uralla Shire Council
- → Walcha Council
- → Walgett Shire Council
- → Warren Shire Council
- → Warrumbungle Shire Council
- → Weddin Shire Council
- → Wentworth Shire Council
- → Yass Valley Council

County councils

Definition:

- County council is small in size and has lower operating revenue and expenses compared to other county councils
- → Castlereagh-Macquarie County Council
- → Central Tablelands Water County Council
- → Hawkesbury River County Council
- → New England Tablelands (Noxious Plants) County Council
- → Upper Hunter Council Council
- Upper Macquarie County Council

Joint organisations

Definition:

All joint organisations

- → Canberra Region Joint Organisation
- → Central NSW Councils Joint Organisation
- → Far North Coast Joint Organisation
- → Far South West Joint Organisation
- → Hunter Joint Organisation of Councils
- → Illawarra Shoalhaven Joint Organisation
- → Mid North Coast Joint Organisation
- → Namoi Joint Organisation
- → New England Joint Organisation
- ightarrow Northern Rivers Joint Organisation
- → Riverina and Murray Joint Organisation
- → Riverina Joint Organisation

Tier 2

General purpose councils

Definition:

- Local government area is part of a regional urban centre that has a population <1,000,000 persons
- Local government area has a population of <20,000 persons or a population density of >30 persons/km² and is predominantly urban in nature
- → Albury City Council
- → Armidale Regional Council
- → Ballina Shire Council
- → Bathurst Regional Council
- → Bega Valley Shire Council
- → Broken Hill City Council
- → Byron Shire Council
- → Cessnock City Council
- → Clarence Valley Council
- → Coffs Harbour City Council
- → Dubbo Regional Council
- → Eurobodalla Shire Council
- → Goulburn Mulwaree Council
- → Griffith City Council
- → Kempsey Shire Council
- → The Council of the Municipality of Kiama
- → Lismore City Council
- → City of Lithgow Council
- → Maitland City Council
- → Mid-Coast Council
- → Mid-Western Regional Council
- → Orange City Council
- → Port Macquarie-Hastings Council
- → Port Stephens Council
- → Queanbeyan-Palerang Regional Council
- → Richmond Valley Council
- → Shellharbour City Council
- → Shoalhaven City Council
- → Singleton Council
- → Snowy Monaro Regional Council
- → Tamworth Regional Council
- → Tweed Shire Council
- → Wagga Wagga City Council
- → Wingecarribee Shire Council

County councils

Definition:

- County Council provides essential utility services to the regional area and has higher revenue and operating expenses compared to other county councils
- → Goldenfields Water County Council
- → Riverina Water County Council
- → Rous County Council

Tier 3

General purpose councils

Definition:

- Local government area is part of, or on the fringe of, an urban centre that has a population >1,000,000 persons and population density of 600 persons/km²
- Local government area has a population of > 20,000 persons or population density of >30 persons/km² or 90% of LGA population is urban
- → Bayside Council
- → Blacktown City Council
- → Blue Mountains City Council
- → Burwood Council
- → City of Canada Bay Council
- → Camden Council
- → Campbelltown City Council
- → Canterbury-Bankstown Council
- → Central Coast Council
- → Cumberland Council
- → Fairfield City Council
- → Georges River Council→ Hawkesbury City Council
- → Hawkesbury City Counc
- → The Hills Shire Council
- → The Council of the Shire of Hornsby
- → The Council of the Municipality of Hunters Hill
- → Inner West Council
- → Ku-ring-gai Council
- → Lake Macquarie City Council
- → Lane Cove Municipal Council
- → Liverpool City Council
- → Mosman Municipal Council
- → Newcastle City Council

- → Northern Beaches Council
- → North Sydney Council
- → Council of the City of Parramatta
- → Penrith City Council
- → Randwick City Council
- → Council of the City of Ryde
- → Strathfield Municipal Council
- → Sutherland Shire Council
- → Council of the City of Sydney
- → Waverley Council
- → Willoughby City Council
- → Wollondilly Shire Council
- → Wollongong City Council
- → Woollahra Municipal Council



Appendix 5:

Example risk management policy



Example risk management policy

Purpose

The purpose of this policy is to express [council's/joint organisation's] commitment to implementing organisation-wide risk management principles, systems and processes that ensure the consistent, efficient and effective assessment of risk in all [council's/joint organisation's] planning, decision-making and operational processes.

Risk management framework

[Council/joint organisation] provides critical services and infrastructure to the residents, ratepayers and visitors to [area]. [Council/joint organisation] also has service agreements and contractual obligations with government and non-government agencies and organisations and has its own strategic goals and objectives that it seeks to achieve on behalf of the [area] community.

It is therefore incumbent on [council/joint organisation] to understand the internal and external risks that may impact the delivery of these services, contracts and strategic objectives and have processes in place to identify, mitigate, manage and monitor those risks to ensure the best outcome for [council/joint organisation], staff and the community. It is also our responsibility to ensure the efficient, effective and ethical use of resources and services by ratepayers, residents, staff and visitors.

[Council/joint organisation] has developed a risk management framework consistent with [Australian standard] to assist it to identify, treat, monitor and review all risks to its operations and strategic objectives and apply appropriate internal controls.

[Council/joint organisation] is committed to the principles, framework and process of managing risk as outlined in [Australian standard] and commits to fully integrating risk management within the [council/joint organisation] and applying it to all decision-making, functions, services and activities of the [council/joint organisation] in accordance with our statutory requirements.

Responsibilities

[Council/joint organisation] aims to create a positive risk management culture where risk management is integrated into all everyday activities and managing risks is an integral part of governance, good management practice and decision-making at [council/joint organisation]. It is the responsibility of every staff member and business area to observe and implement this policy and [council's/joint organisation's] risk management framework.

All staff are responsible for identifying and managing risk within their work areas. Key responsibilities include:

- → being familiar with, and understanding, the principles of risk management
- → complying with all policies, procedures and practices relating to risk management
- → alerting management to risks that exist within their area, and
- → performing any risk management activities assigned to them as part of their daily role.

Risk management is a core responsibility for all senior staff/management at [council/organisation]. In addition to their responsibilities as staff members, senior staff/management are responsible for:

- ensuring all staff manage their risks within their own work areas. Risks should be anticipated, and reasonable protective measures taken
- → encouraging openness and honesty in the reporting and escalation of risks
- → ensuring all staff have the appropriate capability to perform their risk management roles
- → reporting to the [general manager/executive officer] on the status of risks and controls, and
- → identifying and communicating improvements in [council's/joint organisation's] risk management practices to [council's/joint organisation's] risk management function.

[Council's/joint organisation's] risk management function is available to support staff in undertaking their risk management activities.

To ensure [council/joint organisation] is effectively managing its risk and complying with its statutory obligations, [council's/joint organisation's] audit, risk and improvement committee and internal audit function is responsible for reviewing the [council's/joint organisation's]:

- → risk management processes and procedures
- → risk management strategies for major projects or undertakings
- → control environment and insurance arrangements
- → business continuity planning arrangements, and
- → fraud control plan.

Monitoring and Review

[Council/joint organisation] is committed to continually improving its ability to manage risk. [Council/joint organisation] will review this policy and its risk management framework at least annually to ensure it continues to meet the requirements of the *Local Government Act 1993*, *Local Government (General) Regulation 2005*, and the [council's/joint organisation's] requirements.

Further information

For further information on [council's/joint organisation's] risk management policy, framework and process, contact [name] on [email address] or by phone [phone number].

[signed – General Manager/Executive officer] [name] [date] [review date]

Appendix 6:

Model Internal Audit Charter



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Model Internal Audit Charter for local councils in NSW

[Council/joint organisation] has established the [name of internal audit function] as a key component of the [council's/joint organisation's] governance and assurance framework and in compliance with the *Guidelines for risk management and internal audit in local councils in NSW*. This Charter provides the framework for the conduct of the [name of internal audit function] in [council/joint organisation] and has been approved by the [governing body/board] taking into account the advice of the [council's/joint organisation's] audit, risk and improvement committee.

Purpose of internal audit

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve a [council's/joint organisation's] operations. It helps a [council/joint organisation] accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes².

Internal audit provides an independent and objective review and advisory service to provide advice to the [governing body/board], [general manager/executive officer] and audit, risk and improvement committee about the [council's/joint organisation's] governance processes, risk management and control frameworks and its external accountability obligations. It also assists the [council/joint organisation] to improve its business performance.

Independence

[Council's/joint organisation's] [name of internal audit function] is to be independent of the [council/joint organisation] so it can provide an unbiased assessment of the [council's/joint organisation's] operations and risk and control activities.

[Name of internal audit function] reports functionally to the [council's/joint organisation's] audit, risk and improvement committee on the results of completed audits, and for strategic direction and accountability purposes, and reports administratively to the [general manager/executive officer] to facilitate day-to-day operations. Internal audit activities are not subject to direction by the [council/joint organisation] and the [council's/joint organisation's] management has no role in the exercise of the [council's/joint organisation's] internal audit activities.

The audit, risk and improvement committee is responsible for communicating any internal audit issues or information to the [governing body/board]. Should the [governing body/board] require additional information, a request for the information may be made to the Chair by resolution. The Chair may only provide the information requested by the [governing body/board] where the Chair is satisfied that it is reasonably necessary for the [governing body/board] to receive the information for the purposes of performing its functions under the Local Government Act. Individual [councillors/board members] are not entitled to request or receive information from the committee.

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² As defined by the International Standards for the Professional Practice of Internal Auditing (2017)

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[Detail any delegations made by the general manager/executive officer regarding their internal audit responsibilities].

The [general manager/executive officer] must consult with the Chair of the [council's/joint organisation's] audit, risk and improvement committee before appointing or changing the employment conditions of the [head of internal audit function]. Where dismissal occurs, the [general manager/executive officer] must report to the [governing body/board] advising of the reasons why the [head of internal audit function] was dismissed.

Where the chair of the [council's/joint organisation's] audit, risk and improvement committee has any concerns about the treatment of the [head of internal audit function], or any action taken that may compromise the [head of internal audit function's] ability to undertake their functions independently, they can report their concerns to the [governing body/board].

The [head of internal audit function] is to confirm at least annually to the audit, risk and improvement committee the independence of internal audit activities from the [council/joint organisation].

Authority

[Council/joint organisation] authorises the [name of internal audit function] to have full, free and unrestricted access to all functions, premises, assets, personnel, records and other documentation and information that the [head of the internal audit function] considers necessary to enable the [name of the internal audit function] to fulfil its responsibilities.

All records, documentation and information accessed while undertaking internal audit activities are to be used solely for the conduct of these activities. The [head of internal audit function] and individual internal audit staff are responsible and accountable for maintaining the confidentiality of the information they receive during their work.

All internal audit documentation is to remain the property of [council/joint organisation], including where internal audit services are performed by an external third-party provider.

Information and documents pertaining to the [name of the internal audit function] are not to be made publicly available. The [name of the [internal audit function] may only release [council/joint organisation] information to external parties that are assisting the [name of the internal audit function] to fulfil its responsibilities with the approval of the [general manager/executive officer], except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

Role

The [name of internal audit function] is to support the [council's/joint organisation's] audit, risk and improvement committee to review and provide independent advice to the [council/joint organisation] in accordance with section 428A of the *Local Government Act 1993*. This includes conducting internal audits of [council/joint organisation] and monitoring the implementation of corrective actions.

The [name of internal audit function] is to also play an active role in:

- → developing and maintaining a culture of accountability and integrity
- → facilitating the integration or risk management into day-to-day business activities and processes, and
- → promoting a culture of high ethical standards.

[Name of internal audit function] has no direct authority or responsibility for the activities it reviews. [Name of internal audit function] has no responsibility for developing or implementing procedures or systems and does not prepare records or engage in [council/joint organisation] functions or activities (except in carrying out its own functions).

[Head of internal audit function]

Option 1: In-house internal audit function

[Council's/joint organisation's] [name of internal audit function] is to be led by a member of [council's/joint organisation's] staff with sufficient skills, knowledge and experience to ensure it fulfils its roles and responsibilities to the [council/joint organisation] and its audit, risk and improvement committee. The [head of internal audit function] must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the [head on internal audit function] include:

- → managing the day-to-day activities of the [name of internal audit function]
- → managing the [council's/joint organisation's] internal audit budget
- → supporting the operation of the [council's/joint organisation's] audit, risk and improvement committee
- approving internal audit project plans, conducting or supervising audits and assessments and providing independent advice to the audit, risk and improvement committee
- → monitoring the [council's/joint organisation's] implementation of corrective actions that arise from the findings of audits
- → fulfilling the Committee's annual work plan and four-yearly strategic plan
- → ensuring the [council's/joint organisation's] internal audit activities comply with the *Guidelines on risk management and internal audit in local councils in NSW*, and
- → contract management and oversight of supplementary external providers (where appropriate).

[Details of any dual responsibilities and independence safeguards]

[Details of any shared arrangements]

Option 2: Outsourced internal audit function

[Council's/joint organisation's] [name of internal audit function] is to be led by a member of [council's/joint organisation's] staff with sufficient skills, knowledge and experience to ensure it fulfils its roles and responsibilities to the [council/joint organisation] and its audit, risk and improvement committee. The [head of internal audit function] must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the [head on internal audit function] include:

- → contract management
- → managing the internal audit budget
- ensuring the external provider completes internal audits in line with the audit, risk and improvement committee's annual plan and four-yearly strategic plan
- → forwarding audit reports by the external provider to the audit, risk and improvement committee
- → acting as a liaison between the external provider and the audit, risk and improvement committee
- → monitoring the [council's/joint organisation's] implementation of corrective actions that arise from the findings of audits and reporting progress to the audit, risk and improvement committee, and
- → assisting the audit, risk and improvement committee to ensure the [council's/joint organisation's] internal audit activities comply with the Guidelines on risk management and internal audit in local councils in NSW.

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[Details of any dual responsibilities and independence safeguards]

[Details of any shared arrangements]

[Name of internal audit team]

Option 1: In-house internal audit team

Members of the [name of internal audit function] are responsible to the [head of internal audit function].

Individuals that perform internal audit activities for [council/joint organisation] must have:

- → an appropriate level of understanding of the [council's/joint organisation's] culture, systems and processes
- → the skills, knowledge and experience necessary to conduct internal audit activities in the [council/joint organisation]
- effective interpersonal and communication skills to ensure they can partner with [council/joint organisation] staff effectively and collaboratively, and
- \rightarrow honesty, integrity and diligence.

[Details of any dual responsibilities and independence safeguards]

[Details of any shared arrangements]

Option 2: Out-sourced internal audit team

[Council/joint organisation] is to contract an external third-party provider to undertake its internal audit activities. To ensure the independence of the external provider, the [head of internal audit function] is to ensure the external provider:

- → does not conduct any audits on specific [council/joint organisation] operations or areas that they have worked on within the last two years
- → is not the same provider conducting the [council's/joint organisation's] external audit
- → is not the auditor of any contractors of the [council/joint organisation] that may be possibly subject to the internal audit, and
- → is able to meet the [council's/joint organisation's] obligations under the Guidelines on risk management and internal audit for local councils in NSW.

The [head of internal audit function] must consult with the audit, risk and improvement committee and [general manager/executive officer] regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by the [council/joint organisation].

[Details of any shared arrangements]

Performing internal audit activities

The work of the [name of internal audit function] is to be thoroughly planned and executed. The [council's/joint organisation's] audit, risk and improvement committee must develop a strategic plan every four years to ensure that all matters listed in Schedule 1 are reviewed by the Committee and the internal audit function over each council term. The strategic plan must be reviewed at least annually to ensure it remains appropriate.

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The Committee is to also develop an annual workplan to guide the work of the internal audit function over the forward year.

All internal audit activities are to be performed in a manner that is consistent with relevant professional standards including the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and [current Australian risk management standard]. The [head of the internal audit function] is to provide the findings and recommendations of internal audits to the audit, risk and improvement committee at the end of each audit. Each report is to include a response from the relevant senior manager.

The [head of internal audit function] is to establish an ongoing monitoring system to follow up [council's/joint organisation's] progress in implementing corrective actions.

The [general manager/executive officer], in consultation with the audit, risk and improvement committee, is to develop and maintain policies and procedures to guide the operation of the [council's/joint organisation's] [name of internal audit function].

The [head of internal audit function] is to ensure that the audit, risk and improvement committee is advised at each of the committee's meetings of the internal audit activities completed during that quarter, progress in implementing the annual work plan and progress made implementing corrective actions.

Conduct

Internal audit personnel are required to comply with the [council's/joint organisation's] code of conduct. Complaints about breaches of [council's/joint organisation's] code of conduct by internal audit personnel are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The [general manager/executive officer] must consult with the [council's/joint organisation's] audit, risk and improvement committee before any disciplinary action taken against the [head of the internal audit function] in response to a breach of the [council's/joint organisation's] Code of Conduct.

Internal auditors are also required to comply with the Code of Ethics for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

Administrative arrangements

Audit, risk and improvement committee meetings

The [head of the internal audit function] will attend audit, risk and improvement committee meetings as an independent non-voting observer. The [head of the internal audit function] can be excluded from meetings by the committee at any time.

The [head of the internal audit function] must meet separately with the audit, risk and improvement committee at least once per year.

The [head of the internal audit function] can meet with the chair of the audit, risk and improvement committee at any time, as necessary, in between committee meetings.

External audit

Internal and external audit activities will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

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Periodic meetings and contact between internal and external audit shall be held to discuss matters of mutual interest and to facilitate coordination.

External audit will have full and free access to all internal audit plans, working papers and reports.

Dispute resolution

[Name of internal audit function] should maintain an effective working relationship with the [council/joint organisation] and the audit, risk and improvement committee and seek to resolve any differences they may have in an amicable and professional way via discussion and negotiation.

In the event of a disagreement between the [name of internal audit function] and the [council/joint organisation], the dispute is to be resolved by the [general manager/executive officer] and/or the audit, risk and improvement committee. Disputes between the [name of internal audit function] and audit, risk and improvement committee are to be resolved by the [governing body of the council/board of the joint organisation].

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Secretary of the Department of Planning, Industry and Environment in writing.

Review arrangements

[Council's/joint organisation's] audit, risk and improvement committee must review the performance of the internal audit function each year and report its findings to the [governing body/board]. A strategic review of the [name of internal audit function] must be conducted each council term that considers the views of an external party with a strong knowledge of internal audit on the performance of the [internal audit function] and reported to the [governing body/board].

This charter is to be reviewed annually by the Committee and once each council term by the [governing body/board]. Any substantive changes are to be approved by the governing body/board.

Further information

For further information on [council's/joint organisation's] internal audit activities contact [name] on [email address] or by phone [phone number].

Reviewed by [head of internal audit function] [sign and date]

Reviewed by Chair of the [council's/joint organisation's] audit, risk and improvement committee [sign and date]

Reviewed by [council/joint organisation] or in accordance with a resolution of the [governing body/board] [sign and date] [resolution reference]

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Schedule 1 – internal audit function responsibilities

[Note: each council/joint organisation is to determine the responsibilities of its internal audit function Committee related to each matter listed in section 428A of the Local Government Act 1993 and list them in Schedule 1 to the council's/joint organisation's Internal Audit Charter. Suggested responsibilities are provided below and further detailed in core requirement 3 and Appendix 2 of these Guidelines.]

Audit

Internal audit

- → Conduct internal audits as directed by the [council's/joint organisation's] audit, risk and improvement committee
- → Implement the [council's/joint organisation's] annual and strategic internal audit work plans
- → Monitor the implementation by [council/joint organisation] of corrective actions
- Assist the [council/joint organisation] to develop and maintain a culture of accountability and integrity
- Facilitate the integration of risk management into day-to-day business activities and processes,
 and
- → Promote a culture of high ethical standards.

External audit

- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided
- Review all external plans and reports in respect of planned or completed audits and monitor [council's/joint organisation's] implementation of audit recommendations
- → Provide advice on action taken on significant issues raised in relevant external audit reports and better practice guides

Risk

Risk management

Review and advise:

- → if the [council's/joint organisation's] has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- whether the [council's/joint organisation's] risk management framework is adequate and effective for identifying and managing the risks the [council/joint organisation] faces, including those associated with individual projects, programs and other activities
- → if risk management is integrated across all levels of the [council/joint organisation] and across all processes, operations, services, decision-making, functions and reporting
- of the adequacy of risk reports and documentation, for example, the [council's/joint organisation's] risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- → if [council/joint organisation] has taken steps to embed a culture which is committed to ethical and lawful behaviour
- → if there is a positive risk culture within the [council/joint organisation] and strong leadership that supports effective risk management

Guidelines for Risk Management and Internal Audit for Local Government in NSW

- → of the adequacy of staff training and induction in risk management
- → how the [council's/joint organisation's] risk management approach impacts on the [council's/joint organisation's] insurance arrangements
- → of the effectiveness of [council's/joint organisation's] management of its assets, and
- → of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal controls

Review and advise:

- → whether [council's/joint organisation's] approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
- → whether [council/joint organisation] has in place relevant policies and procedures and that these are periodically reviewed and updated
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- → whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- → if the [council's/joint organisation's] monitoring and review of controls is sufficient, and
- → if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately

Compliance

Review and advise of the adequacy and effectiveness of the council's compliance framework, including:

- → if the [council/joint organisation] has appropriately considered legal and compliance risks as part of the [council's/joint organisation's] risk management framework
- → how the [council/joint organisation] manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- → whether appropriate processes are in place to assess compliance.

Fraud and corruption

Review and advise of the adequacy and effectiveness of the [council's/joint organisation's] fraud and corruption prevention framework and activities, including whether the [council/joint organisation] has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

Financial management

Review and advise:

- if [council/joint organisation] is complying with accounting standards and external accountability requirements
- → of the appropriateness of [council's/joint organisation's] accounting policies and disclosures
- → of the implications for [council/joint organisation] of the findings of external audits and performance audits and [council's/joint organisation's] responses and implementation of recommendations
- whether the [council's/joint organisation's] financial statement preparation procedures and timelines are sound
- → the accuracy of the [council's/joint organisation's] annual financial statements prior to external audit, including:
 - o management compliance/representations
 - o significant accounting and reporting issues

- the methods used by the [council/joint organisation] to account for significant or unusual transactions and areas of significant estimates or judgements
- o appropriate management signoff on the statements
- → if effective processes are in place to ensure financial information included in the [council's/joint organisation's] report is consistent with signed financial statements
- → if the [council's/joint organisation's] financial management processes are adequate
- → the adequacy of cash management policies and procedures
- → if there are adequate controls over financial processes, for example:
 - o appropriate authorisation and approval of payments and transactions
 - o adequate segregation of duties
 - o timely reconciliation of accounts and balances
 - o review of unusual and high value purchases
- → if policies and procedures for management review and consideration of the financial position and performance of the [council/joint organisation] are adequate
- → if [council's/joint organisation's] grants and tied funding policies and procedures are sound.

Governance

Review and advise of the adequacy of the [council/joint organisation] governance framework, including the [council's/joint organisation's]:

- → decision-making processes
- → implementation of governance policies and procedures
- → reporting lines and accountability
- → assignment of key roles and responsibilities
- → committee structure
- management oversight responsibilities
- → human resources and performance management activities
- → reporting and communication activities
- → information and communications technology (ICT) governance, and
- → management and governance of the use of data, information and knowledge

Improvement

Strategic planning

Review and advise:

- → of the adequacy and effectiveness of the [council's/joint organisation's] IP&R processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the [council/joint organisation] is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

Review and advise:

- → if [council/joint organisation] has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
- → if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
- → how the [council/joint organisation] can improve its service delivery and the [council's/joint organisation's] performance of its business and functions generally

Performance data and measurement

Review and advise:

- → if [council/joint organisation] has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- → of the adequacy of performance data collection and reporting.







ORDINARY MEETING OF THE COUNCIL

September 20, 2021

ITEM 8

BROKEN HILL CITY COUNCIL REPORT NO. 158/21

SUBJECT: 2020/2021 DRAFT ANNUAL FINANCIAL STATEMENTS 19/74

Recommendation

- 1. That Broken Hill City Council Report No. 158/21 dated September 20, 2021, be received.
- 2. That the 2020/2021 Draft Primary Financial Statements as attached be received.
- 3. That the 2020/2021 Draft Primary Financial Statements as attached be referred to audit.
- 4. That Council adopt the attached Statements of Opinion on the 2020/21 General Purpose and Special Purpose Financial Statements and the Mayor, the Deputy Mayor, the General Manager and the Responsible Accounting Officer sign the Statements in accordance with Section 413(2)(c) of the *Local Government Act 1993*.
- 5. That Council delegate to the General Manager the authority to finalise the date at which the auditor's report and financial statements are to be presented to the public.
- 6. That Council delegate the General Manager the authority to authorise the 2020/21 General Purpose and Special Purpose Financial Statements and associated Special Schedules for issue immediately upon receipt of the auditors reports subject to there being no material audit changes or audit issues, in accordance with AASB 110.

Executive Summary:

Two separate financial reports are produced by Council each year to comply with State Government legislative requirements under the *Local Government Act 1993* and the *Public Finance and Audit Act 1983*.

The reports are the:

- General Purpose Financial Report
- Special Purpose Financial Report

The draft reports have been completed and the primary financial statements are attached.

Please note that these Financial Statements are in draft form and prior to independent audit and therefore do necessarily represent the final financial position of Council as at 30 June 2020.

Report:

The *Local Government Act 1993* and Audit Plan provides for the following process to be observed by Councils for the preparation and audit of the annual financial reports:

- 1. Council staff prepare draft annual financial reports July 20 to September 20.
- 2. Draft report (this Agenda item) to Council for signing of Statement of Opinion by Council on the draft annual financial reports 30 September 2021.
- 3. Internal Audit Committee Meeting held TBC October 2021
- 4. Auditor's complete audit and any adjustments are incorporated in final report 13 October 2021.
- 5. Auditor submits financial reports and audit reports to the Council and the Office of Local Government by 21 October 2021.
- 6. A notice is published in the local newspaper advising that the annual financial reports together with the auditors' reports will be presented to the public at an Ordinary meeting of the Council 22 October 2021.
- 7. The reports are presented to the public at the October Ordinary Council Meeting 29 October 2021.
- 8. Council submits audited financial statements and the Independent Auditors Reports to Office of Local Government and the Australian Bureau of Statistics by 31 October 2021.

Statement by the Council

Section 413(2) of the *Local Government Act 1993* and Section 41C of the *Public Finance and Audit Act 1983* requires Council to include in the financial reports; a statement as to Council's opinion on each of the reports. The auditor requires these statements to be signed prior to the issue of the audit reports. The prescribed forms of the statements of opinion are attached and must be signed by the Mayor, at least one other Councillor, the General Manager and the Responsible Accounting Officer of the Council. (Refer to Attachments).

Following the audit of these reports, they will be presented to the public at the October 2021 Ordinary Council Meeting, subject to the above disclaimer.

Strategic Direction:

Key Direction:	4	Our Community
Objective:	4.1	Openness and Transparency in Decision Making
Strategy:	4.1.1	Support the organisation to operate within its legal framework

Relevant Legislation:

Local Government Act (1993)

Public Finance and Audit Act (1983)

Local Government Amendment (Governance and Planning) Bill 2016

Financial Implications:

The recommendation has no financial impact.

Attachments

1. U Draft 2020/2021 Financial Statements

SIMON BROWN ACTING CHIEF FINANCIAL OFFICER

JAY NANKIVELL GENERAL MANAGER

Broken Hill City Council

General Purpose Financial Statements

for the year ended 30 June 2021

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- · the Local Government Act 1993 and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- · the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- · present fairly the Council's operating result and financial position for the year
- · accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 29 September 2021.

Darriea Turley AM
Mayor
Councillor
29 September 2021

Simon Brown
General Manager
29 September 2021

Simon Brown
Responsible Accounting Officer
29 September 2021

29 September 2021

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Broken Hill City Council | Income Statement | For the year ended 30 June 2021

Broken Hill City Council

Income Statement

for the year ended 30 June 2021

Original unaudited budget			Actual	Actua
2021		Notes	2021	2020
\$ '000		Notes	\$ '000	\$ '000
	Income from continuing operations			
18,639	Rates and annual charges	B2-1	19,013	18,47
2,686	User charges and fees	B2-2	3,325	2,93
233	Other revenue	B2-3	4,867	470
6,740	Grants and contributions provided for operating purposes	B2-4	6,771	6,72
30,011	Grants and contributions provided for capital purposes	B2-4	3,910	1,68
286	Interest and investment income	B2-5	573	53
295	Other income	B2-6	300	212
58,890	Total income from continuing operations		38,759	30,55
	Expenses from continuing operations			
12.667	Employee benefits and on-costs	B3-1	13.475	12.46
9,407	Materials and services	B3-2	10,438	13,64
727	Borrowing costs	B3-3	746	73
7,064	Depreciation, amortisation and impairment for non-financial assets	B3-4	7,904	7,14
764	Other expenses	B3-5	2,822	87
_	Net losses from the disposal of assets	B4-1	503	13
30,629	Total expenses from continuing operations		35,888	34,99
28,261	Operating result from continuing operations		2,871	(4,434
28,261	Net operating result for the year attributable to Co	uncil	2,871	(4,434

The above Income Statement should be read in conjunction with the accompanying notes.

Broken Hill City Council | Statement of Comprehensive Income | For the year ended 30 June 2021

Broken Hill City Council

Statement of Comprehensive Income

for the year ended 30 June 2021

		2021	2020
	Notes	\$ '000	\$ '000
Net operating result for the year – from Income Statement		2,871	(4,434)
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	(944)	29,834
Total items which will not be reclassified subsequently to the operating			
result		(944)	29,834
Total other comprehensive income for the year	_	(944)	29,834
Total comprehensive income for the year attributable to			
Council		1.927	25.400
	_	-,	==,.00

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Broken Hill City Council | Statement of Financial Position | For the year ended 30 June 2021

Broken Hill City Council

Statement of Financial Position

as at 30 June 2021

	Notes	2021 \$ '000	2020 \$ '000
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	25,747	13,527
Investments	C1-2	3,000	6,000
Receivables	C1-4	4,722	3,690
Inventories	C1-5	133	112
Current assets classified as 'held for sale'	C1-6	-	190
Other		406	673
Total current assets		34,008	24,192
Non-current assets			
Receivables	C1-4	_	16
Infrastructure, property, plant and equipment	C1-7	252,386	248,757
Investments accounted for using the equity method	D1-1	1,144	1,359
Total non-current assets		253,530	250,132
Total assets		287,538	274,324
LIABILITIES Current liabilities			
Pavables	C3-1	3,779	3,456
Contract liabilities	C3-2	2,352	544
Borrowings	C3-3	1,443	535
Employee benefit provisions	C3-4	4,115	3,835
Total current liabilities		11,689	8,370
Non-current liabilities			
Borrowings	C3-3	19,794	11,957
Employee benefit provisions	C3-4	221	193
Provisions	C3-5	9,174	9,071
Total non-current liabilities		29,189	21,221
Total liabilities		40,878	29,591
Net assets		246,660	244,733
EQUITY			
Accumulated surplus	C4-1	108,953	106,082
IPPE revaluation reserve	C4-1	137,707	138,651
Council equity interest		246,660	244,733
Total equity		246,660	244,733

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Broken Hill City Council | Statement of Changes in Equity | For the year ended 30 June 2021

Broken Hill City Council

Statement of Changes in Equity

for the year ended 30 June 2021

		as at 30/06/21			as at 30/06/20		
			IPPE			IPPE	
		Accumulated	revaluation	Total	Accumulated	revaluation	Total
		surplus	reserve	equity	surplus	reserve	equity
	Notes	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Opening balance at 1 July		106,082	138,651	244,733	111,884	108,817	220,701
Changes due to AASB 1058 and AASB 15 adoption			_	_	(1,368)	_	(1,368)
Restated opening balance		106,082	138,651	244,733	110,516	108,817	219,333
Net operating result for the year		2,871	-	2,871	(4,434)	-	(4,434)
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	_	(944)	(944)	_	29,834	29,834
Other comprehensive income		_	(944)	(944)	_	29,834	29,834
Total comprehensive income		2,871	(944)	1,927	(4,434)	29,834	25,400
Closing balance at 30 June		108,953	137,707	246,660	106,082	138,651	244,733

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Broken Hill City Council | Statement of Cash Flows | For the year ended 30 June 2021

Broken Hill City Council

Statement of Cash Flows

for the year ended 30 June 2021

Original unaudited budget 2021			Actual 2021	Actual 2020
\$ '000		Notes	\$ '000	\$ '000
	Cash flows from operating activities			
	Receipts:			
18,080	Rates and annual charges		18,782	18,072
2,920	User charges and fees		2,713	2,792
326	Investment and interest revenue received		482	35
36,751	Grants and contributions		12,489	9,955
-	Bonds, deposits and retention amounts received		14	- 400
295	Other		5,613	3,439
(12,326)	Payments: Employee benefits and on-costs		(13,092)	(12,562)
(9,064)	Materials and services		(10,110)	(14,943)
(727)	Borrowing costs		(645)	(581)
(, _, ,	Bonds, deposits and retention amounts refunded		(0.0)	(22)
(764)	Other		(3,012)	(2,611)
35,491	Net cash flows from operating activities	G1-1	13,234	3,574
	Cash flows from investing activities			
	Receipts:			
_	Sale of investment securities		_	3,000
_	Redemption of term deposits		13,000	_
_	Sale of infrastructure, property, plant and equipment		663	2
-	Deferred debtors receipts		31	61
(5.000)	Payments:		(40.000)	
(5,000)	Acquisition of term deposits		(10,000)	(7.000)
(40,296)	Purchase of infrastructure, property, plant and equipment		(13,453)	(7,983)
(45,296)	Net cash flows from investing activities		(9,759)	(4,920)
	Cash flows from financing activities			
10,000	Receipts: Proceeds from borrowings		10,000	
10,000	Payments:		10,000	_
(1,471)	Repayment of borrowings		(1,255)	(600)
8,529	Net cash flows from financing activities		8,745	(600)
0,020	not out in mono in initial only doubling		0,743	(000)
(1,276)	Net change in cash and cash equivalents		12,220	(1,946)
5,322	Cash and cash equivalents at beginning of year		13,527	15,473
4,046	Cash and cash equivalents at end of year	C1-1	25,747	13,527
-,				,-=-
14,000	plus: Investments on hand at end of year	C1-2	3,000	6,000
18,046	Total cash, cash equivalents and investments		28,747	19.527
10,040	The state of the s		20,171	10,021

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

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ORDINARY MEETING OF THE COUNCIL

September 22, 2021

ITEM 9

BROKEN HILL CITY COUNCIL REPORT NO. 159/21

SUBJECT: COVID-19 PRELIMINARY IMPACTS TO BUDGET AND MAJOR PROJECTS 16/165

Recommendation

- 1. That Broken Hill City Council Report No. 159/21 dated September 22, 2021, be received.
- 2. That Council note the business disruption created by COVID-19 and the requirement to review, change and improve business practices to ensure long-term sustainability.
- 3. That Council note the budgetary and major project implications as a result of COVID-19 and review processes put in place.

Executive Summary:

The purpose of this report is to provide an update on the current impacts of COVID-19 and the resulting budget impacts, changes and opportunities for Council's operations, and the way it will conduct business now and into the future.

It is also important in this time for Council to review and update existing strategies and business plans to reflect the short-term economic impact of COVID-19 and changes to the organisations operating environment, especially changes around customer demand, any supply chain issues, and workforce issues. In many cases the operating model has been challenged with the disruption to usual business operations.

The lockdowns in Broken Hill and NSW and border closures have had significant impacts on revenue particularly anticipated tourism, events, retail and airport revenue. Staff have been working to review operations to identify areas to possibly reduce expenditure to compensate for this and also to plan for reopening when possible in a manner that is safe for staff and customers.

It is envisaged that restrictions will ease around the middle of October as NSW hits the 70% double vaccination target with further restrictions easing at the end of October or early November when NSW meets the 80% double vaccination target.

Staff are planning now to ensure the organisation is well equipped and ready to allow for a speedy financial and economic recovery for both the organisation and community whilst ensuring any delayed works and projects are able to recommence in a timely fashion to ensure continued service delivery and improvement.

Report:

Finance

Due to the worsening COVID-19 outbreak, the greater Sydney region entered lockdown in late June 2021 leading to border closures with South Australia, Victoria and Queensland curtailing what was a buoyant local tourism industry at that time. As a result, monthly revenue from Councils tourism, event, retail related operations and the airport halved in July 2021 compared to June 2021.

Broken Hill itself went into lockdown on 21 August 2021 and remains in lockdown. This has necessitated the closure of all Council's public facilities and has led to an 82% drop in Rex Airlines passengers into Broken Hill and further reduced tourism, events and retailed related revenue streams in August and September.

Whilst the effects of COVID-19 restrictions on Councils operations are not yet fully apparent in year to date financial results, The total reduction in revenue compared to budget for tourism, events and retail operations as well as the airport for July and August was \$130,000.

Continued lockdowns are estimated to result in a reduction in revenue from these operations of approximately \$100,000 per month. A likely reduction in revenue of approximately \$400,000 will be recognised through the September Quarterly Budget Review process. This projection will be monitored and adjusted as we approach reopening and the positive economic effects resulting from reduced restrictions becomes clearer.

Expenditure

Unlike last year, where Council reduced expenditure through savings in travel, training, salaries & wages as a result of excess leave and a reduction in material and contractors through reduced service delivery; there have been no major savings identified this year, as staff were already operating on a very tight budget and have sought to keep as many projects active to maintain and in some instances increase service delivery to the community whilst Council was still in a recovery proves from the effects of the pandemic in 2020.

In addition, potential increases in expenditure will be incurred for additional cleaning and maintenance of Council facilities to maintain a COVID-19 safe environment and also payments to the YMCA for lost revenue as an result of the Aquatic Centre closure in accordance with the Management Contract's profit/loss sharing arrangement.

These costs are being actively managed with cost mitigating actions taking place such as the redeployment of resources that are currently under utilised due to the lockdown to Council's essential services and reduction in the use of casual employment will also result in some small savings. Furthermore, discussions and monthly meetings are being held with the YMCA to ensure that any additional costs as a result of the Aquatic Centre closure are minimised.

Staff are currently analysing the effect of COVID-19 restrictions on their operations in preparation for the quarterly budget review to be presented to Council in October 2021. Further information on the effect of restrictions on expenditure, potential savings and recommendations on a sustainable budgetary recovery will be provided on completion of this review.

Cashflow

Apart from tourism, events, retail related activities and the airport; Council's cashflow to date has not been significantly affected by the current lockdowns. Operating and capital grants have been received within expected timeframes and rates receipts have so far been in line with previous years.

Capital Projects

Several major projects have been delayed because contractors are either unable to travel to regional NSW from Sydney or interstate from Victoria and South Australia. Projects identified as delayed are:

Art Gallery Refurbishment

Due to commence 1 September 2021 but has been delayed due to the inability of International Art Services (IAS) to travel to Broken Hill and secure the artwork before construction begin. All other works including Roof Replacement, Air-Conditioning Replacement, Floorboard Replacement and painting works, cannot begin until the artwork is

stored and secured. This is now due to commence 1 November 2021, when regional travel restrictions begin to ease, with works completed by March 2022.

Airport Fire Hydrant Upgrade

Fire Flow Pty Ltd, the successful contractor for this project, are located in a Sydney LGA of Concern and have been unable to travel to Broken Hill to complete any works until restrictions are lifted. The commencement date is still pending as we work through Fire Flow's team's vaccination status and ability to travel to Broken Hill, however work is expected to commence in November 2021.

Queen Elizabeth Park Redevelopment

Progress is continuing well, with only two delays reported. The irrigation and fencing contractors are both located in Mildura and are unable to travel to Broken Hill due to the Border Bubble privileges being suspended. The Situation is being monitored by contractors/ PWA and BHCC. Due to the unknown opening date for Victoria to NSW, it is hard to confirm a time for the works to be finalised, however based on Victoria's roadmap out of lockdown, state travel is expected to recommence during November. Alternative solutions will be investigated to minimise further delays.

Fleet Renewal

Delay to delivery of Bandit Tree Company - Wood Chipper (Sydney) and the Waste Services Water Truck with firefighting capabilities (Dubbo) and the ability to meet safety requirements in respect to induction of machinery to operators.

Road Line Marking

Successful contractor for completing line marking to recently resealed roads delayed due to being unable to travel to Broken Hill from Dubbo. These works are scheduled for completion once regional travel has reopened, which is expected to occur Mid October 2021.

Memorial Oval Roof Replacement

Delayed 1 week due to the opening of COVID-19 Testing Site at Memorial Oval and the safety concerns with close proximity of the two. Problem was alleviated by change to traffic control and location of testing tent to behind the grandstand at Memorial Oval on Saturday 4th of September. Building contractor set to move from pavilion to grandstand replacement on Wednesday 22 September, in which the COVID-19 testing site will revert back to original traffic control plan. This project is due for completion October 15.

Administration Building Security Access System Replacement

Delayed due to inability for elevator contractor to travel to Broken Hill from Adelaide. System cannot become operational until elevator wiring works are completed. This will continuously be monitored as restrictions are eased and as South Australia release further information on state borders pending their 80% fully vaccination rate.

Other projects such as E.P O'Neill Park Precinct Redevelopment, CBD Redevelopment, Sturt Park Skate Park Redevelopment, Iodide St Road Reconstruction, Gypsum St Road Reconstruction, Galena/ Mercury and Talc Roundabout Installation/ Road Reconstruction, Galena/ Wills and Blende St Road Reconstruction, Thomas and O'Farrell St Road Reconstruction, Chloride St Road Reconstruction, Waste Services Loader and Garbage Trucks that are still in the tendering, design or planning stages, may be delayed if restrictions are not eased prior to the projects commencement date.

Council has worked hard to pivot where necessary, and put in place processes and strategies to ensure Council comes through the pandemic in the best financial shape possible and to continue to meet the needs of Broken Hill residents and maintain our workforce.

Many of the processes developed in early 2020 as the pandemic first hit have been continually revised, adapted and modified as the external environment changes and to ensure they are serving Council well. Council needs to continue to work smarter, find efficiencies in processes, rationalise ineffective service delivery and assets, and ensure opportunities in process improvements and gains as a result of this forced operating environment, are not lost when restrictions are eased.

A further defined financial impact report, along with savings and recommendations for a sustainable recovery will be reported to Council as part of the quarterly budget review process in October 2021. In addition, a full update on all projects and impact to timelines will be better known at this point in time.

Community Engagement:

N/A

Strategic Direction:

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

Relevant Legislation:

Local Government Act 1993

Local Government (General) Regulations 2005

Financial Implications:

Likely \$400,000 reduction in operating revenue for the upcoming September Quarterly Budget Review.

Attachments

There are no attachments for this report.

SIMON BROWN ACTING CHIEF FINANCIAL OFFICER

<u>JAY NANKIVELL</u> GENERAL MANAGER

ORDINARY MEETING OF THE COUNCIL

September 7, 2021

ITEM 10

BROKEN HILL CITY COUNCIL REPORT NO. 160/21

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

COMMITTEE MEETING HELD 19 AUGUST 2021

13/19

Recommendation

- 1. That Broken Hill City Council Report No. 160/21 dated September 7, 2021, be received.
- 2. That minutes of the Audit, Risk and Improvement Committee meeting held 19 August 2021 be received.

Executive Summary:

The Charter of the Broken Hill Audit, Risk and Improvement Committee, as endorsed by Council at its meeting on 26 June 2019, requires the Audit, Risk and Improvement Committee to refer the minutes and recommendations of its Committee Meetings to the next scheduled Ordinary Council Meeting.

The Broken Hill City Council Audit, Risk and Improvement Committee met on Thursday, 19 August 2021 and the minutes of the meeting are provided as an attachment to this report.

Report:

The Audit, Risk and Improvement Committee met on 19 August 2021 to consider the following items of business:

- 1. General Manager's Briefing
- 2. Audit, Risk and Improvement Committee Charter
- 3. Audit Office of New South Wales Annual Work Program 2021-2024
- 4. Internal Audit Progress Report
- 5. External Audit Interim Management Letter
- 6. Enterprise Risk Management Policy and Framework Review Project Report
- 7. Realignment of Council's Organisation Structure and Appointment of Senior Staff Positions
- 8. Annual Leave and Long Service Leave Early Warning Report as at August 2021
- 9. Action List Audit, Risk and Improvement Committee
- Audit of Legal Expenses Associated with the Civic Centre Litigation Matter -Confidential

Minutes of the meeting held 19 August 2021 are attached for Council's endorsement.

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

- Date to be confirmed October Meeting
- Thursday 18 November 2021

Community Engagement:

Nil

Strategic Direction:

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

Relevant Legislation:

Local Government Act 1993, Chapter 13, Part 3, Division 2

Financial Implications:

Nil.

Attachments

1. Minutes of the Audit, Risk and Improvement Committee Meeting held 19 August 2021.

JAY NANKIVELL GENERAL MANAGER AUDIT, RISK AND IMPROVEMENT COMMITTEE

19 AUGUST 2021

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD THURSDAY, AUGUST 19, 2021 (10:00AM ACT)

PRESENT: Mr J Mitchell (Chairperson), Mr. D Pulgies, Mayor D Turley AM, Councillor

D Gallagher APM, Councillor J Nolan, Councillor M Clark and

Councillor M Browne.

Mr M Moncada (NSW Audit Office), Mr B Hangar (Nexia), Mr A Marsden

(OCM) and Ms J Malpas (OCM).

Mr J Nankivell - General Manager, Ms R Nu'man- Chief Corporate and Community Officer, Mr S Brown - Acting Chief Financial Officer, Mr S Howe -Corporate Risk Coordinator, Ms A Johansson - Business Systems Analyst

and Ms L Bartlett - Governance Officer.

APOLOGIES: Nil.

ACKNOWLEDGEMENT OF COUNTRY

The Chairperson delivered the Acknowledgement of Country.

DECLARATIONS OF INTEREST

Nil.

MINUTES FOR CONFIRMATION

Recommendation

Moved Councillor Dave Gallagher, Seconded Mr Jim Mitchell

That the Minutes of the Audit, Risk and Improvement Committee meeting held Thursday May 20, 2021 be confirmed.

CARRIED

GENERAL MANAGER'S BRIEFING

The General Manager advised that since the last Audit, Risk and Improvement Committee Meeting, Council has adopted a new organisation structure. An organisational realignment was required to bolster the Executive Leadership Team (ELT) and recruitment is underway for two ELT positions (Chief Strategic Financial Officer and Chief Assets and Projects Officer) along with an Executive Manager positions which will form the new ELT. The recruitment process has commenced for these positions and they should hopefully be filled in the coming weeks. Formulating the Position Descriptions for these new positions has taken up a lot of time over the last few weeks plus last week saw the escalation of the spread of the Delta variant of the Corona Virus into Western NSW and now Far Western NSW. Council has ramped up its Continuity Management Plan and stood up the Continuity Management Team across all service wings of Council. The essential services of Council are operating, the majority of Administration staff are working from home, with only essential finance and IT members operating from the building. Some staff in outdoor areas can continue to work as normal; some have been redeployed to Council's cleaning team to provide a greater

AUDIT, RISK AND IMPROVEMENT COMMITTEE

19 AUGUST 2021

cleaning/sanitisation response across Council's facilities; and some staff across the organisation have chosen to take annual leave.

Broken Hill has not been under lockdown/stay at home orders during the COVID-19 pandemic before last weekend and teams have collaborated together and performed extremely well, to the change to working arrangements.

The General Manager acknowledged the work of Council's Risk Team, and in particular the Corporate Risk Coordinator and Workplace Health and Safety Officer, over the last 12-18 months in developing and refining Council's emergency plans and procedures which has ensured we are in a good place to be prepared for COVID cases in Broken Hill. It has ensured a smooth and effective response by Council.

Council also plays a planning role on the Local Emergency Management Committee, along with the local Police and the Far West Local Health District, working through their emergency plans to ensure essential services continue; that the movement continues unimpeded of essential food and other essential supplies to Broken Hill and the surrounding region; the planning of community testing and vaccination operation; community messaging and enforcement of the Stay at Home Public Health Order

Following questions from Committee Members, the General Manager further advised that:

- As at today, there is 1 positive COVID-19 case in Broken Hill and 3 positive cases in Wilcannia. It is expected that the cases will increase in the coming days.
- Council Continuity Management Team is working well in guiding and managing their teams in changed working arrangements during the Stay at Home Public Health Order.
- Council will inevitably see a loss in revenue due to the closure of some Council facilities and services, especially Airport revenue.
- 95% of office staff are working from home and some outdoor staff can continue working (within the Public Health Order requirements). Some staff have opted to take annual leave.
- The train service into the City is being reviewed and flights are limited to only a couple of flights per week. The daily community bus from Wilcannia to Broken Hill return each day will also have increased compliance monitoring to limit movement between the towns, with arrangements made for essential food and medical supplies to be delivered to Wilcannia.

Councillor Gallagher and Councillor Nolan commended the General Manager and the Corporate Risk Officer and Risk Team for their work in refining the Continuity Management Plan which has been instrumental in Council's efficient response to the current Delta variant outbreak in the City and Far West region. They acknowledged the General Manager's leadership during this crisis, in Council's preparedness to quickly respond to changes in operations and for keeping Councillors up-to-date through regular informative communications.

The Chairperson agreed with the acknowledgement of the General Manager and the Corporate Risk Officer and Risk Team in the work that they had undertaken to ensure Council's preparedness in an emergency situation and also acknowledged the Mayor for her messaging to the community via ABC radio and television.

Attachment 1
Minutes of the Audit, Risk and Improvement Committee Meeting held 19 August 2021.

AUDIT, RISK AND IMPROVEMENT COMMITTEE

19 AUGUST 2021

ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 13/21 - DATED MAY 18, 2021 - AUDIT RISK AND IMPROVEMENT COMMITEE CHARTER 13/19

The Chairperson advised that the Office of Local Government (OLG) should by now have received submissions from NSW Councils regarding the proposed changes to the Audit Risk and Improvement Committee Charter, but that they have not released a new Charter at this stage. This may be delayed until after the Local Government elections in December 2021. It is expected that the major changes will be to the qualifications required for independent membership on the Committees.

The General Manager also confirmed that Council has not received any official notice of amendments to the Audit, Risk and Improvement Committee Charter from OLG, and that Council will seek further clarification regarding the expected timeframe that notice will be provided to Councils.

Due to the delay in notice from the Office of Local Government, the Chairperson recommended the Committee endorses the current Charter to be presented to Council for adoption.

Recommendation

Moved Mayor Darriea Turley, Seconded Councillor Jim Nolan

- 1. That Broken Hill City Council Report No. 13/21 dated May 18, 2021, be received.
- 2. That the Audit Risk and Improvement Committee review its charter.
- That the Audit Risk and Improvement Committee Charter is presented to Council for final adoption.

CARRIED

ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 14/21 - DATED AUGUST 10, 2021 - AUDIT OFFICE OF NEW SOUTH WALES - ANNUAL WORK PROGRAM 2021-24 11/26

Mr Moncada advised the Committee that it was pleasing to see the NSW Audit Office's Annual Work Program included in the Business Paper for the Audit, Risk and Improvement Committee as the Work Program shows the focus for the next 3-4 years which will build on work already undertaken by the Audit Office. The Work Program will have a continued focus on the use of public money and to ascertain the adequacy of the financial reporting control frameworks of Councils.

The Audit Office will conduct financial and performance audits on all NSW Councils regarding the impact and affects of natural disasters on the local government sector, in particular the COVID-19 pandemic and the 2019-20 bush fires and floods.

The audit will look at areas such as government response, government recovery, appropriate governance controls for the use of government grants etc, and the increasing financial risk to Councils.

Mr Moncada also advised that another area of risk facing all Councils is that of cyber security and a performance audit will be undertaken across NSW Councils regarding cyber security elements such as tech know-how, IT resources, IT controls and IT controls managed by service providers.

The Chairperson advised that the Committee had tasked OCM to conduct an internal audit on cyber security as part of Council's internal audit plan.

AUDIT, RISK AND IMPROVEMENT COMMITTEE

19 AUGUST 2021

Mr Moncada advised the Committee that the NSW Audit Office had published the Report on Local Government 2020 dated 27 May 2021. The report highlights that unqualified audit opinions were issued for 127 councils, 9 county councils and 13 joint organisations for their 2019/2020 audits and that one qualified audit opinion was issued for Central Coast Council. This report is available on the NSW Audit Office website for viewing.

Recommendation

Moved Mayor Darriea Turley, Seconded Councillor Dave Gallagher

1. That Broken Hill City Council Report No. 14/21 dated August 10, 2021, be received.

CARRIED

ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 15/21 - DATED AUGUST 10, 2021 - INTERNAL AUDIT - PROGRESS REPORT

18/142

Mr Marsden thanked Council for engaging their firm for the conduct of internal audit functions for another year. Mr Marsden advised that he will not be involved in further Broken Hill City Council audits due to their company rotation of auditors and advised that Ms Judy Malpas will be accompanied by a new Senior Partner for future internal audit activities. He thanked Council for taking internal audits and service improvement seriously, for implementing audit recommendations and for challenging OCM to make audit findings relevant.

Ms Malpas advised that the 2020/2021 internal audit program was complete and that the 2021/2022 audit program had commenced. The field work has finished for the first internal audit into Event Management and a report for review has been forwarded to Council. Due to the COVID-19 travel restrictions they have had to split the next internal audit on Cemetery Compliance as an onsite visit has been re-scheduled to quarter three and therefore will be working on the Financial Health Check internal audit in quarter two.

Ms Malpas spoke about the internal audit conducted into Council's Project Management operations which outlined two moderate issues (of which included a number of minor issues). The two moderate issues were in the areas of the project management framework and project management processes.

Ms Malpas referred to the templates that Council has created for use, which are mostly adequate and will do the job well. Sample testing of the project management processes revealed some issues of non-compliance in the six key stages of project management, the lack of business cases and documentation not uploaded to Council's electronic management system.

The Mayor expressed concerns at the audit findings and the General Manager advised that the internal audit process looked back over a few years of infrastructure projects. Since these projects were finalised, Council's Infrastructure Projects Team has done a considerable amount of work to improve policies and processes. They have come so far, but there is still work to do in this area.

The Chairperson asked Ms Malpas if she was happy with Council's timeframe for improvements in the Project Management processes. Ms Malpas said that Council needs to consider other work pressures due to the COVID-19 pandemic and that to do it right will require time to implement changes. Mr Marsden advised that some improvements to processes have already been undertaken by Council.

Mr Pulgies sought commentary around the status of an item on the Internal Audit Status Tracker regarding cyber security processes as the commentary was missing. The Acting Chief Financial Officer advised that the draft Cyber Security Framework was endorsed by Council and placed on public exhibition which closed on 30 July 2021. The draft Framework is being presented to the August 2021 Council Meeting for adoption.

Attachment 1
Minutes of the Audit, Risk and Improvement Committee Meeting held 19 August 2021.

AUDIT, RISK AND IMPROVEMENT COMMITTEE

19 AUGUST 2021

The General Manager advised that a position description has been completed for an IT/Cyber Security Officer position. Unfortunately due to the impacts of COVID-19 on Council's Human Resources Team, the position has not yet been advertised. It is classed as a priority position and will be advertised as soon as resources allow.

The Chairperson thanked O'Connor Marsden for their work in fulfilling the role of Council's internal auditors and for the completed audits undertaken thus far.

Ms Malpas advised that OCM are planning to conduct a Cyber Security Webinar in last October; and that invitations will be extended to all Audit, Risk and Improvement Committee Members to attend.

Recommendation

Moved Councillor Dave Gallagher, Seconded Mr Jim Mitchell

- 1. That Broken Hill City Council Report No. 15/21 dated August 10, 2021, be received.
- That the Audit, Risk & Improvement Committee note the final internal audit report on Project Management.
- That the Audit, Risk & Improvement Committee note the progress made on previous internal audit action items.

CARRIED

ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 16/21 - DATED AUGUST 10, 2021 - EXTERNAL AUDIT - INTERIM MANAGEMENT LETTER

11/26

Mr Brett Hangar of Nexia spoke about the Interim Management Letter issued to Council earlier this month. There were two items from the last Management Letter which have been completed and there were no new matters in the current year, which is a very pleasing result.

Mr Hangar advised that the year-end audit will be conducted remotely and that he is confident that the original timeframe for the audit can be achieved. The audit will commence on 6 September 2021 with the draft financial statements due to be provided to Nexia by 31 August 2021.

Following a query from the Chairperson regarding whether Council can meet the timeframe of 31 August for provision of the draft financial statements given that the majority of Council's finance staff are working from home, the Acting Chief Financial Officer advised that there are some challenges. As some staff are working from home, and some staff working in the Administration Building due to the necessity to have teams split as a business continuity measure and also due to a couple of software programs require staff on-site. The team are enthusiastic, they have a "can do" attitude and morale is high, and they are confident that the timeframes will be achieved.

The Chairperson thanked Mr Hangar for his work and look forward to his report to the next Audit, Risk and Improvement Committee Meeting.

Recommendation

Moved Mr Jim Mitchell, Seconded Mayor Darriea Turley

1. That Broken Hill City Council Report No. 16/21 dated August 10, 2021, be received.

CARRIED

AUDIT, RISK AND IMPROVEMENT COMMITTEE

19 AUGUST 2021

ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 17/21 - DATED AUGUST 10, 2021 - ENTERPRISE RISK MANAGEMENT POLICY AND FRAMEWORK REVIEW PROJECT REPORT 13/19

Council's Corporate Risk Coordinator Mr Scott Howe spoke to his report advising that Council's risk management response to the COVID-19 pandemic was in action and Council's Business Continuity Plan has been enacted due to the Stay at Home Public Health Order imposed on the state of NSW as a result of the spread of the Delta variant of the COVID-19 virus.

The Business Continuity Plan is standing up well and it has been a smooth process setting up the majority of Administration Building staff to work from home and redeploying some staff who have been impacted by the closure of Council services to the public, to other work teams who currently have an increase workload. The current situation will be utilised to test the Plan and build systems when we come out of the COVID-19 pandemic and back to normal working arrangements.

The Mayor enquired if any issues had been identified with the enactment of the Business Continuity Plan that needed improvement? The General Manager advised that there were no issues identified at this stage and that the Plan will be reviewed once Broken Hill is back to zero positive COVID-19 cases with the outcome of the review to be included in the next report to the Audit, Risk and Improvement Committee.

Recommendation

Moved Mr Jim Mitchell, Seconded Councillor Dave Gallagher

That the Enterprise Risk Management Policy and Framework Review Report dated August 10, 2021, be received.

That the Audit, Risk and Improvement Committee received and noted the two confidential attachments to the report which were considered during the confidential part of the meeting.

CARRIED

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 19/21 - DATED AUGUST 10, 2021 REALIGNMENT OF COUNCIL'S ORGANISATION STRUCTURE AND APPOINTMENT OF SENIOR
STAFF POSITIONS 12/155

The General Manager advised that Council's new organisation structure has been approved by Council, Council's union representatives and the Employee Consultative Committee.

There was no need for a major restructure of the organisation, more of a minor realignment of the Executive Leadership Team (ELT) to increase diversification across teams. There was also an emphasis on a member of the People and Culture Team to be part of ELT. A need was also identified to bolster the Economic Development Team as there will be an increased emphasis on Broken Hill's economy after the COVID-19 pandemic.

Recruitment of two new "Chief" positions is currently underway, these positions are part of the Executive Leadership Team and should hopefully be onboard to be introduced to the Committee at the November/December Meeting.

Following a question about Council staff vaccination rates, the General Manager advised that a staff survey was conducted this week which indicates that there are over 60% of staff fully vaccinated, approximately 15% have had their first dose with the remainder keen to be vaccinated and are awaiting the opportunity.

Attachment 1
Minutes of the Audit, Risk and Improvement Committee Meeting held 19 August 2021.

AUDIT, RISK AND IMPROVEMENT COMMITTEE

19 AUGUST 2021

Recommendation

Moved Mr Jim Mitchell, Seconded Councillor Dave Gallagher

- 1. That Broken Hill City Council Report No. 19/21 dated August 10, 2021, be received.
- That the Audit, Risk and Improvement Committee notes Council's revised organisation structure adopted at the 30 June 2021 Council Meeting.

CARRIED

ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 20/21 - DATED AUGUST 11, 2021 ANNUAL LEAVE AND LONG SERVICE LEAVE EARLY WARNING REPORT AS AT AUGUST 2021
13/19

The General Manager advised that work is ongoing in an effort to decrease Council's staff leave liabilities. Once a number of key vacant positions are filled this should alleviate the pressure on some staff who can then take leave. Also the upcoming mandatory Christmas Shutdown period will see all staff take 2 weeks leave. Council has also offered the opportunity to staff with large leave balances that they can cash out leave, this is also being monitored from a WHS perspective.

Recommendation

Moved Mr Jim Mitchell, Seconded Councillor Dave Gallagher

- 1. That Broken Hill City Council Report No. 20/21 dated August 11, 2021, be received.
- That the Audit, Risk and Improvement Committee notes the Annual Leave and Long Service Leave Early Warning Report for August 2021.

CARRIED

13/19

ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 21/21 - DATED AUGUST 09, 2021 - ACTION LIST - AUDIT, RISK AND IMPROVEMENT COMMITTEE

The Chairperson noted that although there are two matters on the Action List that are not complete these relate to the draft Contract Management Policy and draft Cyber Security Framework that were on public exhibition and will be considered at the August 2021 Council Meeting for adoption. The General Manager advised that Council had not received any submissions from the public regarding these two draft documents and that they will be presented unchanged to Council for adoption.

The Chairperson advised the Committee that the term of the independent members on the Committee is for the term of Council and therefore will end at the 4 December 2021 Local Government Elections. It may be at this time at the OLG will announce the new Charter for Audit, Risk and Improvement Committees. The next term for the independent members will align with the new term of Council being for two years and nine months.

Recommendation

Moved Mr Jim Mitchell, Seconded Councillor Darriea Turley

1. That Broken Hill City Council Report No. 21/21 dated August 9, 2021, be received.

Attachment 1
Minutes of the Audit, Risk and Improvement Committee Meeting held 19 August 2021.

AUDIT, RISK AND IMPROVEMENT COMMITTEE

19 AUGUST 2021

CARRIED

As this concluded the consideration of the open reports for the meeting, the following members of the Committee left the meeting at 11:11am as the meeting went into closed session:

- Mr Andrew Marsden, OCM
- Ms July Malpas, OCM
- Mr Manuel Moncada, NSW Audit Office
- Mr Brett Hangar, Nexia
- Mr Scott Howe Corporate Risk Coordinator

Motion

Moved Mayor Darriea Turley, Seconded Councillor Jim Nolan

That the meeting move into closed session to consider the Confidential Matters.

CARRIED

The meeting moved into closed session at 11:12am.

CONFIDENTIAL MATTERS

ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 18/21 - DATED AUGUST 09, 2021 - AUDIT OF LEGAL EXPENSES ASSOCIATED WITH THE CIVIC CENTRE LITIGATION MATTER - CONFIDENTIAL 17/186

(General Manager's Note: This report considers ongoing legal matters and is deemed confidential under Section 10A(2) (e) (g) of the Local Government Act, 1993 which provides for information that would, if disclosed, prejudice the maintenance of law; AND which contains advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege).

Recommendation

Moved Councillor Jim Nolan, Seconded Mayor Darriea Turley

- 1. That Broken Hill City Council Report No. 18/21 dated August 9, 2021, be received.
- That the Audit, Risk and Improvement Committee notes Council's resolution of 28 July 2021 (Minute Number 46606).
- That the General Manager and the Chair of the Audit, Risk and Improvement Committee develop a terms of reference for an internal audit associated with the Civic Centre legal matter.
- 4. That the terms of reference be endorsed at an Audit, Risk and Improvement Committee prior to the audit commencing and following the settlement of the Civic Centre Litigation.
- That the internal audit be undertaken as per Council's adopted Internal Audit Framework, by O'Connor Marsden Associates and reported to the Audit, Risk and Improvement Committee for review and ongoing action monitoring.
- That following review and comment by the Audit, Risk and Improvement Committee, the audit report be presented to Council.

CARRIED

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD 19 AUGUST 2021

Attachment 1
Minutes of the Audit, Risk and
Improvement Committee Meeting held
19 August 2021.

UDIT, RISK AND IMPROVEMENT COMMITTEE	19 AUGUST 2021
leeting closed at 11:28am.	
he foregoing minutes were read and confirmed at the Audit, Risk and Improperting held on 18 November 2021.	ovement Committee
Chairperson	

ORDINARY MEETING OF THE COUNCIL

September 10, 2021

ITEM 11

BROKEN HILL CITY COUNCIL REPORT NO. 161/21

SUBJECT: INVESTMENT REPORT FOR AUGUST 2021 17/82

Recommendation

1. That Broken Hill City Council Report No. 161/21 dated September 10, 2021, be received.

Executive Summary:

The Local Government (General) Regulation 2005 (Part 9, Division 5, Clause 212), effective from 1 September 2005, requires the Responsible Accounting Officer of a Council to provide a written report setting out details of all monies that have been invested under Section 625 (2) of the Local Government Act 1993, as per the Minister's Amended Investment Order gazetted 11 March 2011. The Responsible Accounting Officer must also include in the report, a certificate as to whether the investment has been made in accordance with the Act, the Regulations and the Council's Investment Policy.

As at 31 August 2021, Council's Investment Portfolio had a current market valuation of \$29,374,020 or principal value (face value) of \$29,369,502 and was compliant with policy and legislative requirements as per the below table.

Report:

Council's investments as at 31 August 2021 are detailed in Attachment 1.

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

Market Review

Global issues

In the US, data continues to point to an improving economy with home sales rising, capital goods orders continuing to trend higher, and jobless claims continuing to trend lower. In Japan, latest GDP data rose a stronger than expected 0.3% for the quarter, reflecting stronger than expected consumer spending and capital expenditure. Meanwhile Chinese data for July remained on the soft side, with a bigger than expected slowing in industrial production, retail sales and investment, along with a rise in unemployment and a further slowing in property price growth. Global bond and share markets are focusing on differing factors. Bond markets are concentrating on the risks to short term economic growth, ongoing

quantitative easing by central banks keeping bond yields down and confidence that the inflation spike will be transitory. Meanwhile, shares are being boosted by strong earnings, easy monetary policy, the valuation boost from lower bond yields and optimism that vaccines will ultimately allow global recovery to continue.

Domestic issues

Latest domestic economic data has been mixed. Business investment rose more than expected in the June quarter and investment plans for the current financial year also rose more than expected. However, June quarter construction was weaker than expected, jobs numbers fell again in the second half of July, led by NSW, and retail sales fell -2.7% in July due mainly to NSW which saw a -8.9% decline, but a further sharp fall is likely in August's numbers when released as the NSW lockdown has tightened and Victoria went into a hard lengthy lockdown. The direct cost of the lockdowns since May in terms of lost economic activity has now been pushed out to around \$25bn. Additional government assistance to workers and businesses is expected to enable the economy to bounce back quickly once the lockdowns end, but economists are expecting at a -4% or so contraction in September quarter GDP. Providing the lockdowns mostly end this quarter, there could be a solid rebound in the economy in the December quarter, aided by pent up demand from government support payments. This is expected to leave growth through the course of 2021 at around 2.5% and above 4% in 2022.

Interest rates

The market is pricing cash rate futures to gradually rise through 2022, touching the 0.25% level of a RBA rate hike in December, however the RBA is still expecting no rate hike until at least 2024. In August, short dated term deposit rates remained largely in line with their June and July averages, with only a modest dip lower at 11 and 12 months driven by a pullback in rates from one bank. Average rates beyond 12 months were also little changed over the month.

Investment Portfolio Commentary

Council's investment portfolio posted a return of 1.77%pa for the month of August versus the bank bill index benchmark return of 0.02%pa. For the past 12 months, the investment portfolio returned 1.79%pa, exceeding the bank bill index benchmark's 0.04%pa by 1.75%pa.

The TCorpIM MT Growth Fund had another month of solid gains in August, rising 0.86% (actual). The Australian share market rose 2.6% for the month with the information technology sector leading the way (+16.2%) followed by consumer staples and healthcare, up 6.8% and 6.6% respectively. After strong results in July, the materials/mining sector gave back some of its gains to be worst performer in August (-6.9%). Overseas markets were higher with the US S&P 500 (+3.0%) and European S&P350 (+2.1%) recording their 7th month of consecutive gains and the Japanese S&P 500 (+3.3%) and Chinese S&P 300 (+0.40%) reversing their falls in July.

During August, Council had a \$500k 5 month TD mature that had a rate of 0.32%pa. The proceeds of the maturing deposit were reinvested into a 2 year TD yielding 0.62%pa.

Council has a well-diversified portfolio invested predominantly among a range of high yield cash accounts and term deposits from highly rated Australian banks. Council also has approximately 15% of its portfolio invested in a professionally managed fund, via NSW TCorp, which provide exposure to a wide range of asset classes, including international and domestic shares. It is expected that Council can continue to achieve above benchmark returns with prudent investment selection for its short and long term holdings.

25 deplanation 2021

Council's Portfolio by Source of Funds - August 2021

As at 31 August 2021, Council's Investment Portfolio had a current market valuation of \$29,374,020 or principal value (face value) of \$29,369,502 and was compliant with policy and

legislative requirements as per the table above.

	Source of Funds	Principal Amount
GENERAL	Operating Capital & Internal Restrictions	\$24,593,502
Fund	Royalties Reserve	\$701,000
	Domestic Waste Management Reserve	\$1,389,000
	Grants	\$2,686,000
	TOTAL PORTFOLIO	\$29,369,502

Certificate by Responsible Accounting Officer

All investments have been placed in accordance with Council's Investment Policy, Section 625 of the *Local Government Act 1993* (as amended), the Revised Ministerial Investment Order gazetted 11 February 2011, Clause 212 of the *Local Government (General) Regulations 2005*- and Third-Party Investment requirements of the then Department Local Government Circular 06-70. Council continues to obtain independent financial advice on its investment portfolio in accordance with the then Department of Local Government Circular of 16 September 2008.

Community Engagement:

Nil

Strategic Direction:

Key Direction 4: Our Leadership

Objective 4.1: Openness and Transparency in Decision Making

Action 4.1.1 Maintain good governance and best practice methods and ensure

compliance with various guidelines and legislation.

Relevant Legislation:

This report is provided for Council's consideration in compliance with the requirements of *Part 9, Division 5, Clause 212 of the Local Government (General) Regulations 2005.*

Financial Implications:

The recommendation has no financial impact.

Attachments

1. J August 2021 Investment Report

SIMON BROWN ACTING CHIEF FINANCIAL OFFICER

JAY NANKIVELL GENERAL MANAGER



Investment Summary Report August 2021



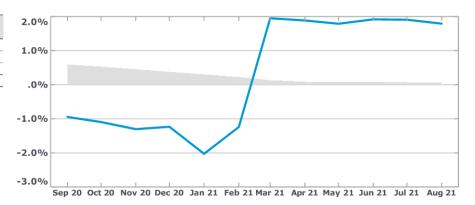
Broken Hill City Council

Executive Summary - August 2021



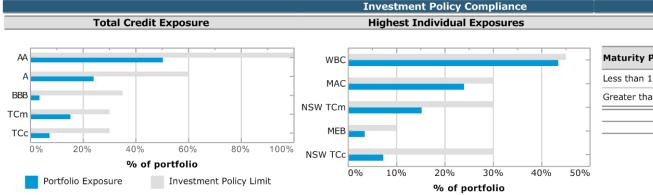
By Product	Face Value (\$)	Current Value (\$)	Current Yield (%)
Cash	19,788,265.51	19,788,265.51	0.2931
Managed Funds	6,581,236.09	6,581,236.09	7.1928
Term Deposit	3,000,000.00	3,004,517.94	0.4500
	29,369,501.60	29,374,019.54	1.8553

Investment Holdings



Investment Performance

AusBond BB Index Rolling 12 month Return Portfolio Rolling 12 month Return



Maturity Profile	Face Value (\$)		Policy Max
Less than 1yr	28,869,502	98%	100%
Greater than 1yr	500,000	2%	60%
	29,369,502		

Term to Maturities



Broken Hill City Council

Investment Holdings Report

ROKEN HILL

Cash Accounts						
Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
7,033,246.08	0.4000%	Macquarie Bank	A+	7,033,246.08	540354	Accelerator
5,431,150.47	0.5500%	Westpac Group	AA-	5,431,150.47	535442	90d Notice
7,323,868.96	0.0000%	Westpac Group	AA-	7,323,868.96	473409	Cheque
19,788,265.51	0.2931%			19,788,265.51		

Managed Funds							
Face Value (\$)	Monthly Return	Institution	Credit Rating	Fund Name	Current Value (\$)	Deal No.	Reference
2,126,691.89	-0.0009%	NSW T-Corp (Cash)	TCc	Cash Fund	2,126,691.89	535329	
4,454,544.20	0.8618%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	4,454,544.20	536441	
6,581,236.09					6,581,236.09		

Term Dep	osits									
Maturity Date	Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency Reference
29-Sep-21	500,000.00	0.3200%	National Australia Bank	AA-	500,000.00	31-Mar-21	500,675.07	541233	675.07	At Maturity
6-Oct-21	500,000.00	0.5000%	National Australia Bank	AA-	500,000.00	2-Dec-20	501,869.86	540637	1,869.86	At Maturity
13-Oct-21	500,000.00	0.3100%	National Australia Bank	AA-	500,000.00	14-Apr-21	500,594.52	541264	594.52	At Maturity
17-Nov-21	500,000.00	0.4500%	ME Bank	BBB+	500,000.00	13-May-21	500,684.25	541332	684.25	At Maturity
8-Jun-22	500,000.00	0.5000%	ME Bank	BBB+	500,000.00	9-Jun-21	500,575.34	541512	575.34	At Maturity
16-Aug-23	500,000.00	0.6200%	National Australia Bank	AA-	500,000.00	18-Aug-21	500,118.90	541757	118.90	Annually
	3,000,000.00	0.4500%			3,000,000.00		3,004,517.94		4,517.94	



Broken Hill City Council

Accrued Interest Report - August 2021

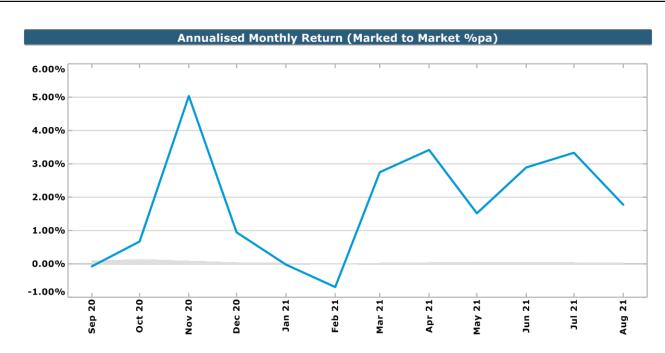


Accrued Interest Report			Face	Settlement	Maturity	Interest		Interest	Percentage
Investment	Deal No.	Ref	Value (\$)	Date	Date	Received (\$)	Days	Accrued (\$)	Return
<u>Cash</u>									
Westpac Group	473409	Cheque	7,323,868.96			0.00	31	0.00	.00%
Westpac Group	535442	90d Notice	5,431,150.47			2,617.59	31	2,617.59	.55%
Macquarie Bank	540354	Accelerator	7,033,246.08			2,388.55	31	2,388.55	.40%
Cash Total						5,006.15		5,006.15	.30%
Managed Funds									
Cash Fund	535329		2,126,691.89	29-May-17		0.00	31	-18.95	01%
Medium Term Growth Fund	536441		4,454,544.20	12-Feb-18		0.00	31	38,061.94	10.63%
Managed Funds Total						0.00		38,042.99	7.06%
Term Deposit									
National Australia Bank	541209		500,000.00	17-Mar-21	18-Aug-21	675.07	17	74.52	.32%
National Australia Bank	541233		500,000.00	31-Mar-21	29-Sep-21	0.00	31	135.89	.32%
National Australia Bank	540637		500,000.00	02-Dec-20	06-Oct-21	0.00	31	212.33	.50%
National Australia Bank	541264		500,000.00	14-Apr-21	13-Oct-21	0.00	31	131.64	.31%
ME Bank	541332		500,000.00	13-May-21	17-Nov-21	0.00	31	191.10	.45%
ME Bank	541512		500,000.00	09-Jun-21	08-Jun-22	0.00	31	212.33	.50%
National Australia Bank	541757		500,000.00	18-Aug-21	16-Aug-23	0.00	14	118.90	.62%
Term Deposit Total						675.07		1,076.71	.42%
						5,681.22		44,125.85	1.77%



August 2021 Investment Report





Portfolio Annualised Return

AusBond BB Index Annualised Return

Historical Performance Summary						
	Portfolio	AusBond BB Index	Outperformance			
Aug 2021	1.77%	0.02%	1.75%			
Last 3 Months	2.66%	0.03%	2.63%			
Last 6 Months	2.61%	0.03%	2.58%			
Financial Year to Date	2.55%	0.03%	2.52%			
Last 12 months	1.79%	0.04%	1.75%			







Historical Performance Summary (actual)						
	Portfolio	AusBond BB Index	Outperformance			
Aug 2021	0.15%	0.00%	0.15%			
Last 3 Months	0.66%	0.01%	0.65%			
Last 6 Months	1.30%	0.02%	1.28%			
Financial Year to Date	0.43%	0.00%	0.43%			
Last 12 months	1.79%	0.04%	1.75%			

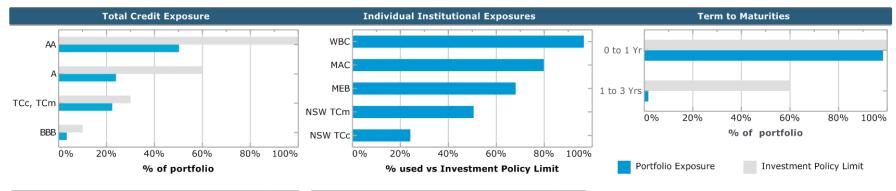


August 2021 Investment Report

Broken Hill City Council

Investment Policy Compliance Report





	Policy Max		Face Value (\$)	Credit Rating
			14,255,019	AA
			500,000	AA
a	100%	50%	14,755,019	
			7,033,246	А
a	60%	24%	7,033,246	
			2,126,692	TCc
			4,454,544	TCm
a	30%	22%	6,581,236	
			1,000,000	BBB
a	10%	3%	1,000,000	
		100%	29,369,502	

	Investn Policy L	nent
Westpac Group (LT) (AA-)	97%	a
Macquarie Bank (LT) (A+)	80%	а
Members Equity Bank (LT) (BBB+)	68%	а
NSW T-Corp (MT) (TCm)	51%	a
NSW T-Corp (Cash) (TCc)	24%	а
National Australia Bank (LT) (AA-)	15%	а

	Face Value (\$)		Policy Max	
Between 0 and 1 Year	28,869,502	98%	100%	a
Between 1 and 3 Years	500,000	2%	60%	а
	29,369,502			

Detailed Maturity Profile	Face Value (\$)	
00. Cash + Managed Funds	26,369,502	90%
01. Less Than 30 Days	500,000	2%
02. Between 30 Days and 60 Days	1,000,000	3%
03. Between 60 Days and 90 Days	500,000	2%
05. Between 180 Days and 365 Days	500,000	2%
06. Between 365 Days and 3 Years	500,000	2%
	29,369,502	

 \mathbf{a} = compliant ■ = non-compliant

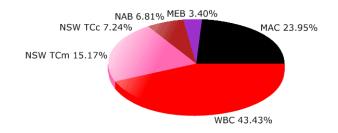


Individual Institutional Exposures Report



	Current Exposures	Policy Limit	Capacity
Macquarie Bank (A+)	7,033,246 24%	8,810,850 30%	1,777,604
Members Equity Bank (BBB+)	1,000,000 3%	2,936,950 10%	1,936,950
National Australia Bank (AA-)	2,000,000 7%	13,216,276 45%	11,216,276
NSW T-Corp (TCc)	2,126,692 7%	8,810,850 30%	6,684,158
NSW T-Corp (TCm)	4,454,544 15%	8,810,850 30%	4,356,306
Westpac Group (AA-)	12,755,019 43%	13,216,276 45%	461,257







Broken Hill City Council

Cash Flows Report



Current Month C	ashflows				
Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Received
18-Aug-21	541209	National Australia Bank	Term Deposits	Maturity Face Value - Received	500,000.00
		National Australia Bank	Term Deposits	Interest - Received	675.07
				<u>Deal Total</u>	500,675.07
	541757	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-500,000.00
				<u>Deal Total</u>	<u>-500,000.00</u>
				Day Total	675.07
				Net Cash Movement for Period	<u>675.07</u>

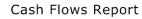
Next Month Cas	hflows				
Transaction Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Due
29-Sep-21	541233	National Australia Bank	Term Deposit	Maturity Face Value - Received	500,000.00
		National Australia Bank	Term Deposit	Interest - Received	797.81
				<u>Deal Total</u>	500,797.81
				Day Total	500,797.81
				Net Cash Movement for Period	500,797.81

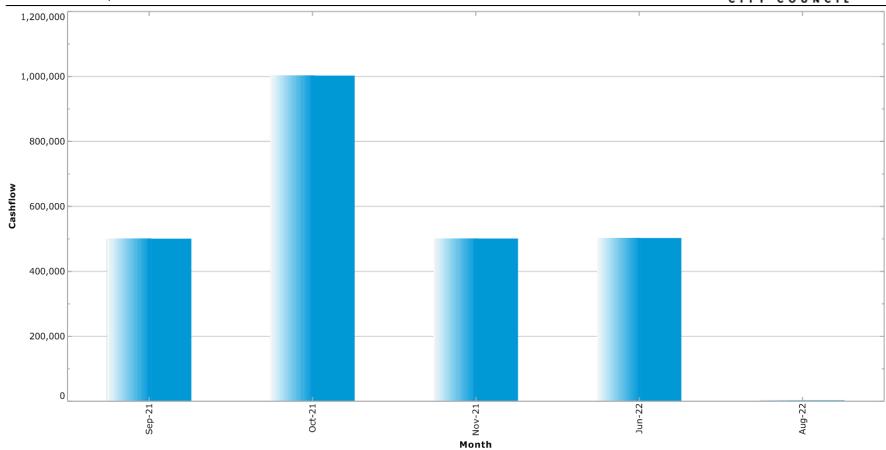


August 2021 Investment Report

Broken Hill City Council









ORDINARY MEETING OF THE COUNCIL

September 9, 2021

ITEM 12

BROKEN HILL CITY COUNCIL REPORT NO. 162/21

SUBJECT: TOURISM MARKETING BRANDING AND CAMPAIGN REPORT
11/407

Recommendation

- 1. That Broken Hill City Council Report No. 162/21 dated September 9, 2021, be received.
- 2. That the results of the tourism marketing campaign be received.
- 3. That Council endorses the branding guidelines to support future tourism marketing to capitalise on the brand awareness created in the campaign and a consistent brand in visitor psyche.

Executive Summary:

In 2014, following a tourism industry taskforce, there was unanimous support from tourism operators for the development of an industry driven tourism organisation for the Far West NSW region.

The final report was presented to the community in December 2014 and a transitional committee established. Until 2014, Council had played a significant leadership role in destination marketing. Several attempts were made by industry to establish a local tourism organisation and in May 2018, Destination Broken Hill was touted to play the role of the peak industry body for the City. At the Ordinary Meeting of Council held June 27, 2018, Council approved \$100,000 for the group to invest in a destination marketing campaign and \$20,000 to support an administrative position for Destination Broken Hill in the 2018/19 budget on the proviso that industry matched Council funding dollar for dollar.

Ongoing communication from industry demonstrated that Destination Broken Hill was unable to coordinate the industry to match Council funding and at the February 20, 2019 meeting of Council, Council endorsed a repurposing of the funds for Council to work directly with Destination NSW to develop a matching dollar for dollar partnership to invest in a marketing campaign for Broken Hill. During campaign development, Destination NSW also provided \$170,000 to promote the Central Darling Shire, as a result of the significant impact of drought and the subsequent issues facing Menindee Lakes. It was agreed that a collaborative campaign to promote the City and region would have a larger impact in market, given that many of the natural attractions that entice visitors to the Far West sit outside the boundaries of the city of Broken Hill.

Council further invested \$200,000 across the two budget years of 2019/20 and 2020/21 to extend the campaign. In total, Council and Destination NSW invested \$610,000 into marketing activity overall. This included a \$170,000 allocation from the Destination NSW to promote the Central Darling Shire.

The campaign and branding for the region involved 12 months of consultation with industry and key stakeholders and was released to market in 2021. Subsequent budgets in 2019/20 and 2020/21 contributed to two further bursts of the campaign to align with other significant campaigns such as the "#Love NSW" Campaign, the 'NSW Road Trips' campaign and the 'National Holiday Here This Year' campaign that encourages Australians to support tourism operators and communities around the country by booking and planning a domestic holiday. The third and fourth bursts were fully funded by the Broken Hill contribution that focused on Broken Hill and Silverton.

As a result of the collaboration between Destination NSW, Destination Country and Outback and Broken Hill City Council, DNSW has also produced tourism brand guidelines to support future tourism marketing to capitalise on the brand awareness created during the campaign and create a consistent brand in visitor psyche.

Report:

The "It's Out There" marketing program aimed to ignite appeal and increase consideration for Broken Hill and the Central Darling region as a holiday destination, in turn, increase overall visitation and spend.

Research showed that the Broken Hill and Central Darling region enjoyed high awareness, however, destination appeal was low, especially amongst travellers under 55 years old.

The campaign dates were affected by several external factors such as bushfires and Covid-19 - with an initial delay of 4 weeks. Before going live, it was important to ensure it was safe to travel to the region and aligned to traveller confidence. Campaign activity commenced on 27 February 2020 and rolled out over two bursts until 24 July 2020. A further two bursts of activity focussing on Broken Hill and funded by Council ran between 2020 – 2021.

	IN MARKET DATES		
Burst	Dates	Budget	
Burst 1 - BH & CDS	27 Feb – 30 Mar 2020		
Burst 2 - BH & CDS	24 Jun – 24 Jul 2020		
TripAdvisor	Burst 1: 28 Feb – 31 Mar 2020	\$390,000	
	Burst 2: 29 Jun – 20 Aug 2020*		
Burst 3 - BH Extension (ex- CDS)	Burst 4 – BH 2021 (ex-CDS)	\$100,000	
Burst 4 – BH 2021 (ex-CDS)	2 Mar – 20 Apr 2021^	\$100,000	

TripAdvisor Burst 2 was paused 27 July for 2 weeks due to travel restrictions.

^ Activity was paused 23 March for 1 week due to severe weather conditions and floods across NSW

Source: Destination NSW.

The campaign sought to:

- Engage with our audience and increase appeal to Broken Hill and the Central Darling
- as a holiday destination.
- Convey the quirky and welcoming region and the locals.
- Position Broken Hill and Central Darling as a "different kind of Outback".

Create an emotional connection to the destination.

As part of the creative strategy, the Destination NSW team, in consultation with Broken Hill City Council, Central Darling Shire Council and industry stakeholders, developed a destination and brand position to increase consideration, appeal and intent to visit, a media plan on how the message would reach the target market, the creative content including the "It's Out There" positioning (aimed to highlight Broken Hill and the Central Darling region as a different kind of Outback experience), and the creative showcase which included a range of activities to appeal to the target audience and show the breadth of offering.

Despite the challenges of 2020, the Broken Hill and Central Darling campaigns delivered 209,806 unique visits to visitnsw.com, 66,107 leads to industry operators over the four bursts of activity.

Public relations activity extended audience reach and engagement, and coverage was valued at more than \$1.7m.

The campaign successfully delivered an +11% shift in appeal, +16% growth in consideration and +10% increase in intention to visit Broken Hill & the Central Darling as a holiday destination.

To amplify the campaign, Destination NSW implemented several value-add activities including the Bell's Milk Bar activation at the (International *Media* Marketplace) IMM launch event, supporting media and broadcast famils, cinema and regional TV advertising, large format billboards in Sydney's airport precinct as well as featured packages in HelloWorld & VivaHolidays campaigns.

MEASURE OF	MEASURE OF SUCCESS – Cumulative Results Across all four bursts of activity					
Impressions	Video Views	Total Website visits	Leads to Industry	PR Advertising Value Equivalent	Destination Appeal	Consideration
23,041,705* Impressions across paid media channels	3,202,598 Videos watched in full across digital platforms	209,806 The destination pages collectively received over the campaign period	66,107^ Delivered to local operator websites over the campaign period	\$1,767,776 PR program delivered a reach of more than 5M people	+11% shift in appeal amongst general population and +36% amongst campaign recognisers	+16% growth in consideration as a holiday destination and +10% increase on intention to Broken Hill & the Central Darling. Intention to visit was twice as likely amongst campaign recognisers

^{*} Cumulative reach **This number reflects post-click and post-impression leads generated from paid media. (i.e. someone view ed a display ad and then ended up on the event page organically and then converted).

Sources: Google Analytics

Havas Media Datorama Report / Havas Post Campaign Analysis

PR Analysis

Broken Hill & Central Darling Campaign Evaluation, Hall & Partners Oct 2020

[^] Lead is click to book, call, email or visit website from an operator listing

PR AND MEDIA RESULTS	
Total PR Reach: 5,267,676 Total Advertising Value Equivalent (AVE): \$1,76 256 pieces of coverage	37,776
Campaign Launch at IMM	110 pieces of coverage 5 interviews 22 one-on-one media appointments
Broadcast & Media Famils	2 media famils 1 broadcast integration -The Living Room
Content Partnerships	Australian Geographic, Australian Geographic Adventure, Caravanning Australia

In addition to the 'It's Out There' campaign activity Destination NSW's PR & Media team also supported the filming of two days of The Today Show weather in Silverton and Broken Hill and six additional media famils with top tier media outlets in 2020.

MEDIA PERFORMANCE BY BURST				
Activity	Impressions Delivered	Video Views	Total Website Visits	Leads to Industry
BH & CDS - Burst 1 & 2	5,764,524 +3% vs media target	1,566,716 vs 300k target	59,402 +277% YOY	23,786 +119% YOY
BH EXT - Burst 3	4,937,905 +6% vs media targe	537,259 n/a	43,173 +434% YOY	16,972 +267% YOY
BH 2021 - Burst 4	12,339,276 -1% vs media target	1,098,623 vs 398k target	107,231 +66% vs previous campaign	25,349 On par with previous campaign
TOTAL	23,041,705	3,202,598	209,806	66,107
Sources: Destination NSW, Google Analytics, Havas Media Datorama Report / Havas Post Campaign Analysis				

KEY INSIGHTS

- One in four people claimed to have seen the campaign and performance is on par with Destination NSW average in terms of ad recall.
- The ads are seen as more 'appealing' than 'persuasive', indicating it is working well
 at the beginning of the traveller journey, however, there is more work to be done to
 convince travellers to act. In addition to showcasing the destination's experiences,
 the communications should also counter the barriers and frictions that make an
 Outback NSW less desirable.

• Among those aware, one in three would consider visiting Broken Hill and surrounds. Of the Central Darling destinations, consideration was strongest for White Cliffs.

- Our primary audience, Couples 45-60, still perceive distance as a key barrier to visit Broken Hill. To improve these perceptions and convince travellers it's worth travelling the distance, Destination NSW will look for opportunities to integrate Broken Hill road trip messaging into the broader Road Trips program throughout 2021.
- There was a strong shift in consideration for the Central Darling after campaign exposure (+55% amongst recognisers). This presents a great opportunity to drive visitation with further investment.
- Couples 45-60 are not as likely as Retirees to consider travelling to the region, so
 while they are a realistic target, they are more challenging to convince. The
 campaign has however, had a positive impact among our primary audience.
- Nature resonated particularly well with our primary audience, further reinforced by the strong nature theme seen throughout the campaign. Nature messaging was dialled up for the 2021 activity.
- The campaign resonated slightly better with the under 45 audience, especially on persuasion. There may be opportunities to target a younger audience in future, potentially presented as a 'bucket list' adventure.
- Given South Australia (SA) is a key source market, it is no surprise the campaign resonated particularly well with this audience. The SA market represents one of our strongest opportunities to drive visitation.
- Noise in the market and travel restrictions have had some impact on 'unaided destination linkage'. This saw most spontaneous mentions going to 'NT' and 'Outback NSW'. Noting Love NSW, Northern Territory and Western Australia all had a heavy presence in market June, hence the likely misattribution. However, the campaign has successfully sparked appetite and word of mouth for the region.

RECOMMENDATIONS FROM DESTINATION NSW

- The impact of Covid-19 and the renewed popularity of domestic road trips represents a unique opportunity to entice road trippers to the Broken Hill and Central Darling region. Further integration of road trip messages and itineraries in the "It's Out There" campaign would aid planning, and in turn encourage longer stays and more spend.
- While gains were made, the Hall & Partners Broken Hill & Central Darling Campaign Evaluation indicates further education around the wide variety of things to see and do is required to convince interested travellers to book a trip. It is recommended future campaign messaging continues to dial up the diversity of experiences on offer to encourage travellers not only to book but expand their itineraries.
- Whilst there was a significant shift in consideration overall, consideration was highest amongst a younger cohort (18-44 year olds). Pending budget there may be an opportunity to shift towards a younger cohort in future.
- Destination linkage was low with most spontaneous mentions going to the Northern Territory and generic Outback Australia. Key towns should be integrated into campaign messaging, to continue building awareness and strengthen destination linkage.
- Nature-based content was the most persuasive and should be dialled up for future activity. The rains in 2020-2021 have seen a resurgence in wildlife and greenery in the region, as such there was an opportunity to highlight this in 2021 messaging.
- As part of the 2021 media retargeting strategy, users from previous campaign activity were re-engaged to capitalise on the significant uplift in consideration and continue

building intent amongst interested travellers. This did not convert to lead generation as anticipated, suggesting that more reasons to visit are required to nudge potential travellers into planning a holiday.

 It is recommended future activity continues to use a variety of creative in each channel to tap into different audience interests, then optimise towards the best performing.

ONGOING BRANDING

As a result of the success of the campaign, DNSW established a set of branding guidelines which are attached to this report for endorsement for use in future tourism marketing campaigns to ensure consistency in messaging and consolidating the brand in the visitor psyche. Central Darling Shire has approved the inclusion of Central Darling Shire collateral to remain in the branding guidelines.

Community Engagement:

The campaign was developed in consultation with representatives of the local tourism industry. During 2019/20, DNSW and the DCO worked with Council and industry operators to ensure stakeholder input into potential campaigns and future activities. Destination NSW held workshops with the region's tourism stakeholders in April, August and November 2019. About 50 people attended each session that included updates on the marketing campaign.

Key	2	Our Economy
Direction:		
Objective:	2.2	We are a destination of choice and provide a real experience that encourages increased visitation
Strategy:	2.2.2.2	Collaborate with industry and government to expand destination
		marketing campaign

Relevant Legislation:

Not applicable.

Financial Implications:

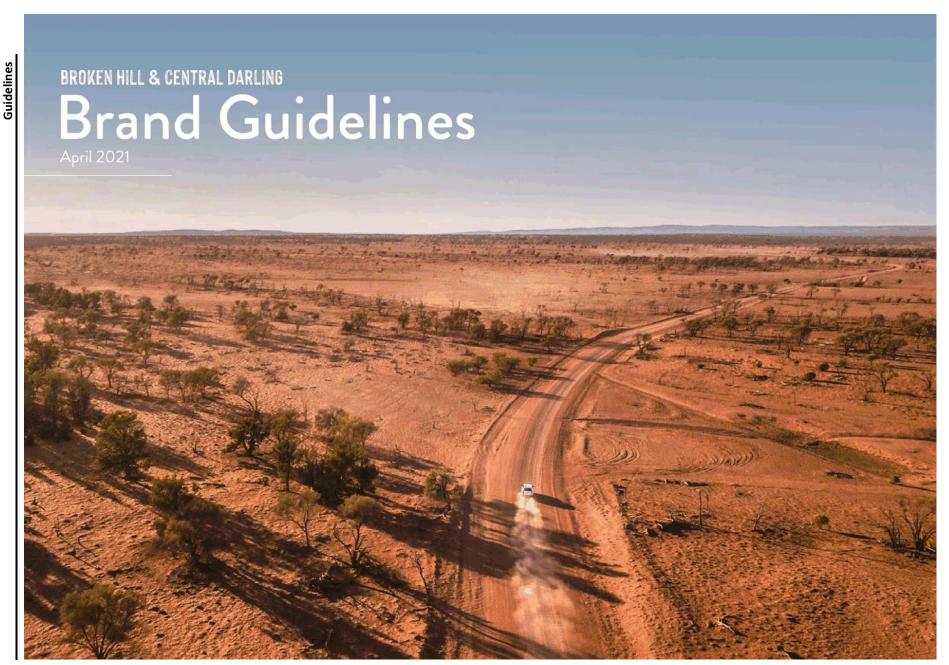
Nil. The current campaign is completed.

Attachments

1. Use Broken Hill Central Darling Brand Guidelines

JAY NANKIVELL GENERAL MANAGER

Page 415



INTRODUCTION

Welcome to the Broken Hill & Central Darling region.

You can catch another Outback—out beyond the standard trip. A different landscape living large across the Outback's mighty span.

Nature's wildness paints outside the lines. Red earth sketches ancient secrets on rock. Stars scatter across outstretched velvet skies. Twisted trunks chase liquid riches through the land.

People made their fortunes here, and dialled life up to ten. Outgoing barely cuts it—from eclectic homes, outspoken characters, to races, dance and drag—outlandish rules each day.

It's outsized welcome.
It's outrageous personality.
It's flat out audacious.

It's out there.

INTRODUCTION

Why it matters.

You are the custodians and storytellers of the Broken Hill and Central Darling region. You offer both the tangible and memorable. It is your voice that defines the region.

This guide is to help you understand the richer expression that now defines our story. To embrace what we stand for and to communicate this to the world. Bring to life authentic moments that inspire visitors to come to the Broken Hill and Central Darling region, immerse themselves in their own stories to tell their family and friends.

The It's Out There brand is not to replace your individual identities but an opportunity to entice visitors to explore more and stay longer by linking together the tapestry of experiences that define the region.

Whether it's a hashtag, or a logo, they are all touchpoints, therefore an opportunity to achieve a collective objective – to make our own destination and the Broken Hill and Central Darling region a must-visit.

If you have questions or need further guidance, please contact:

BROKEN HILL CITY COUNCIL

CENTRAL DARLING SHIRE COUNCIL

council@brokenhill.nsw.gov.au

council@centraldarling.nsw.gov.au

INTRODUCTION

The Broken Hill & Central Darling strategy.

Our strategy is to present the Broken Hill and Central Darling region to the market by delivering a strong and unified visual brand, that reflects the unique experiences on offer and positions the region as a desirable leisure destination.

OBJECTIVES

- Ignite appeal and increase consideration for the Broken Hill & Central Darling region as a holiday destination
- Increase overall visitation and spend from visitors by encouraging longer stays through promotion of the variety and diversity of experiences
- · Gain market share within the target audiences
- Differentiate the Broken Hill & Central Darling region from its competitors by showcasing unique experiences and positioning the region as a 'different kind of outback'.

INTRODUCTION

Using these guidelines.

These guidelines have been developed to ensure the visual direction and key principles of the *It's Out There* brand are maintained to the highest standard and to develop and foster a distinctive brand identity. The integrity of the brand relies strongly on consistent and accurate application of all mediums.

If any needs or variations arise that are not provided in this document, please contact:

BROKEN HILL CITY COUNCIL

CENTRAL DARLING SHIRE COUNCIL

council@brokenhill.nsw.gov.au

council@centraldarling.nsw.gov.au

Who should use these guidelines:

Internal users

To identify specific artwork and understand and adhere to the overall look and style of our material and enable collaborative working with contractors and suppliers.

• Communications professionals

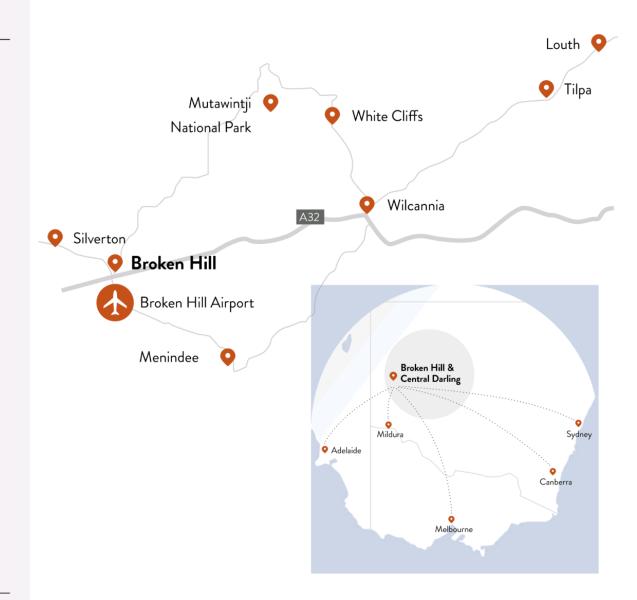
To guide Communications, professionals working with Broken Hill, Central Darling or relevant partners to develop on-brand collateral.

Partners

To assist industry, sponsorship and government partners to understand, identify and implement the appropriate brand look.

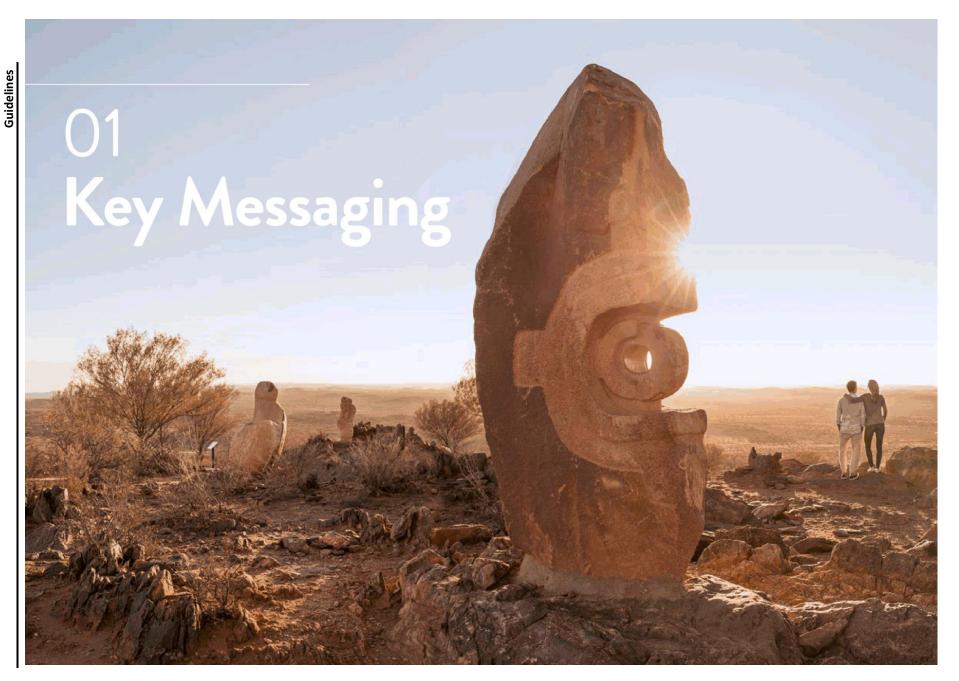
INTRODUCTION

Map of Broken Hill & Central Darling region.



BROKEN HILL & CENTRAL DARLING IT'S OUT THERE $\,\mid\,\,$ BRAND GUIDELINES

Page 421



It's Out There destination DNA.

ESSENCE

It's full of community and heart. It's a different kind of Outback. It's filled with greenery and red for miles, full of spirit, history, diversity and character to explore and uncover.

PERSONALITY

Eccentric, friendly, local, laid back, welcoming, proud and historic.

VALUES

Creative spirit.

FUNCTIONAL BENEFITS

It's an iconic destination for every Australian, either as a stop on a bigger trip or if you have a few days to explore. Discover a history as diverse as the people, a rich arts culture bursting at the seams and breathtaking natural beauty.

Tone of voice.

The tone of voice for creative executions can range from conservative to cheeky, depending on the imagery it is paired with. It is very important that copy is not inappropriate and all creative must be approved by Destination NSW.

Where relevant, please integrate *It's Out There* campaign messaging into your marketing collateral. It can feature in body copy or headlines and can be used to form a word beginning with "OUT" or used as a standalone word.

For example:

- OUTstanding natural beauty
- Broken Hill is OUT of the ordinary

The following pages include examples of the tone and language you can consider when promoting the campaign.

CONSERVATIVE TONE OF VOICE.

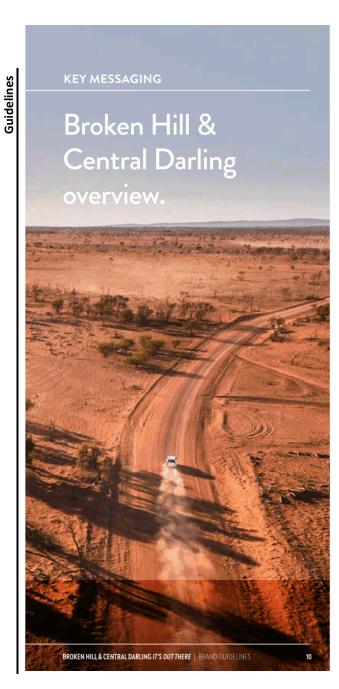
HISTORY THAT HAS OUTLIVED TIME.

PLAYFUL TONE OF VOICE.

RELEASE YOUR INNER OUTRAGEOUS, DARLING.

CHEEKY TONE OF VOICE.

OUTHERE, THE LOCALS HAVE NICE ASSES.



BODY COPY EXAMPLE

So you're looking for a holiday that's a little bit different. A little bit out there. In Broken Hill and the Central Darling region, discover a place that paints outside the lines. Full of breathtaking natural beauty, eclectic characters and captivating stories. Home to a vibrant local artistic community and a long history of Hollywood filmmaking. Inspired by rich red desert, mystical lakes and winding rivers. Experience ancient Aboriginal culture, unique heritage architecture and legends of settlers seeking their fortune. Be captivated by contrasts, from birdsong chorus around a riverbank campfire, to the bingo calls of glittering drag queens or the infinite silence of snuggling under a billion stars. It's OUTback, but not as you know it.

ORGANIC SOCIAL EXAMPLE

OUTrageously big characters, living large under a vast southern sky. Discover Broken Hill and the Central Darling region, home to a vibrant local artistic community, rich history and breathtaking natural beauty.





BODY COPY EXAMPLE

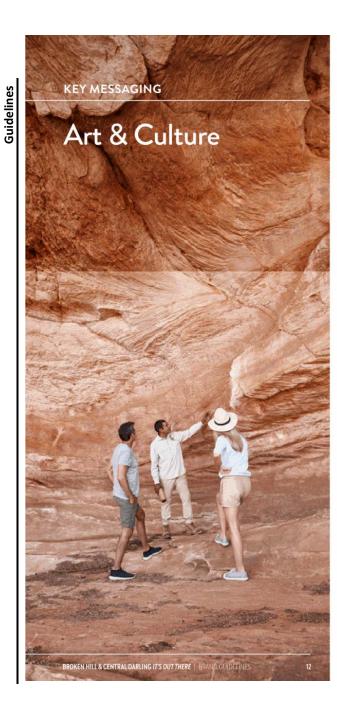
Discover a world of OUTstanding natural beauty in Broken Hill and the Central Darling region. A bold outback landscape as colourful, diverse and full of life as the locals who call it home. Follow explorers' footsteps through vast, rich red desert landscapes, full of ancient secrets. Discover the tranquil waters and abundant aquatic life along the Darling River. Enjoy a chorus of birdsong beside a riverbank campfire, or the infinite silence snuggled together beneath the canopy of a billion stars. Giant sculptures, ancient rock formations and more await, in this diverse landscape woven with Dreamtime stories throughout.

ORGANIC SOCIAL EXAMPLE

Outback that's OUT of the ordinary. Rich red desert, ancient rock formations, winding rivers and billions of stars. The unforgettable natural beauty of Broken Hill and the Central Darling region, what are you waiting for?

Broken Hill Central Darling Brand

Attachment 1



BODY COPY EXAMPLE

Come and experience the beating heart of our vibrant creative community. This diverse region is a riot of colour and life. How many towns have twice as many art galleries as pubs? Or a sparkling drag community with OUTrageous bingo nights? From regional NSW's oldest gallery and the iconic works of Pro Hart, to works in progress with John Dynon painting in his studio. The Broken Hill and Central Darling region is an inspiring landscape, from ancient Aboriginal rock paintings to the Living Desert and its giant sculptures. No wonder Hollywood filmmakers have been making movies here for decades, think outback swagger meets cosmopolitan cool.

ORGANIC SOCIAL EXAMPLE

Discover a place that paints outside the lines. From drag queens, artists, filmmakers to ancient Aboriginal rock paintings... experience Broken Hill and the Central Darling region, a place where creativity is bursting at its sparkling seams.



BODY COPY EXAMPLE

Explore our history with characters as rich and vivid as the technicolour opals that lured them here. This vibrant outback region has always drawn lucky chancers with a thirst for adventure, living large against the dramatic outback frontier. Discover unique heritage architecture, a legacy of fortunes lost and found. Hear tales ranging from frontier settlers and colonial explorers, to deep rooted ancient Aboriginal culture, dating back thousands of years. The Broken Hill and Central Darling region is alive with stories, bubbling through the diverse landscape and charming locals. Where laidback country welcome meets local pride, there's always a story awaiting your arrival.

ORGANIC SOCIAL EXAMPLE

Outback but never OUTdated. From explorers, settlers and early farmers to the original Aboriginal custodians. Discover the colourful history of Broken Hill and the Central Darling region, alive with stories just waiting to be shared.

KEY MESSAGING

Social media tips.

Be part of the campaign and spread the word. So that we all share the same voice across the *It's Out There* campaign, when creating and sharing content through your marketing and social media channels — or encouraging visitors to share their own content of your NSW tourism business — we ask you to use these key messages and follow the photography guidelines.

Photography Tips:

- Capture a photo in an inspiring location across the greater Broken Hill and Central Darling region.
- 2. Share the photo on social media using the hashtags #LoveNSW and #outtherensw. Don't forget to use #NewSouthWales and also tag @VisitNSW. For more information on social media, please refer to our guidelines.
- 3. Encourage your local operators and visitors to do the same using your business hashtag or handle as well as #LoveNSW.

Where possible, please include our social media hashtags and handles in your posts. Facebook: facebook.com/visitnsw, Instagram: @visitnsw, Twitter: @NewSouthWales

Primary Hashtag
#LoveNSW

#outtherensw

Secondary Hashtag

#NewSouthWales





Social media tips.

IMAGERY & VIDEO

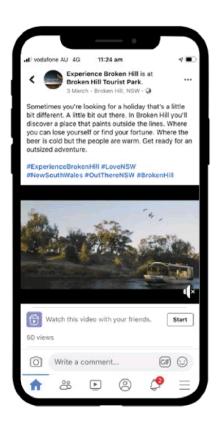
Imagery or video content should be the hero in any social post. Refer to the Photography section on page 20.

COPY

Aim to keep copy clear and concise. It's fine to use your brand or organisation's tone of voice, but aim to keep copy as brief as possible and entice viewers to click through for more information.

HASHTAGS

Hashtags can easily be integrated into your social posts to increase audience reach. Ideally hashtags should be added to body copy, however, can also be added in the comments. Refer to page 14 for guidance on recommended hashtags.



Video is an engaging and memorable format. Recommended video length for social media is 10-15sec maximum.

Improving your website's searchability.

To increase visitor spend and nights, and help visitors find local products, experiences, accommodation and events, we need to improve your online 'searchability', by increasing Broken Hill and the Central Darling region's organic search rankings.

Most people begin their travel planning online, so make it easy for them to find you. Your website's goal is to appear on page 1 on any search engine results, like Google, then work your way to position 1.

A simple way to do this is to update your web pages to include mentions of 'Broken Hill' or 'the Central Darling region'. Then when people run an online search using these keywords (organic search), Broken Hill and Central Darling links, and other related websites will rank higher. This benefits the region as a whole and helps visitors find you online.

To increase traffic to your website and improve your searchability, there are a few simple steps you can take.

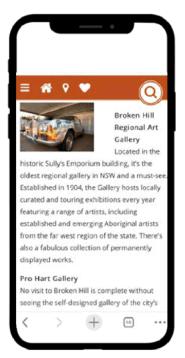
0 Gottale broken hill C. Al. Maps images S News Videos I More About 479 000 000 results (0.92 seconds en wikipedia.org : wiki : Broken_Hit = Broken Hill - Wikipedia Broken Hill is an inland mining city in the far west of outback New South Wales. Australia. It is near the border with South Australia on the crossing of the Barrier. LGA(s): City of Broken Hill Federall Division(s): Parkes Established 1883 County: Yancowinna City of Broken Hill Broken Hill railway station. Broken Hill ore deposit Broken Hill People also ask City in New South Wales is Broken Hill worth visiting? Broken Hill is a frontier mining town in the far west of New South Wales, in the Australian outback, its mining history is explored What is Broken Hill famous for? through geology exhibits at the Albert Kersten Mining and Minerals Museum in nearby Silverton, the disused 19th-century Daydream is Broken Hill dangerous? Mine is open to the public. North of Broken Hill, Living Desert State Park features the Sculpture Symposium, a group of monumental What is there to do at Broken Hill? sandstone sculptures. Weather: 21 °C, Wind E at 14 km/h, 43% Humidity Population: 17,734 (2018) www.visitnew.com > destinations > outback-new > brok ... * Postal code: 2880 Broken Hill NSW - Find Accommodation ... - Visit NSW The unofficial capital of the NSW Outback, the city of Broken Hill has a rich history, vibrant Plan a trip artistic community and plenty of colourful characters. Discover 1 May - 2 May Agfair Broken Hill Agfair Broken Hill, Broken . O Broken Hill travel guide 9 May - 14 Nov Broken Hill Community 10 Sep - 14 Sep Broken Heel Festival in ... Broken Heel Festival in 3 star hotel averaging \$105 Top sights in Broken Hill

Integrating keywords.

- · Always ensure Broken Hill and Central Darling content is relevant, correct, timely and interesting to your audience
- Use keywords and phrases in your website content that make it possible for people to find your site via search engines like Google (eg. Broken Hill or Central Darling region)
- · Focus your page heading on your main keyword (eg. Art & Culture in Broken Hill or Central Darling Opal Tours)
- Aim for 3-4 core keywords in your body content (web pages and blog posts)
- · Never force keywords where they don't appear naturally
- Use keywords to drive your audience to a 'call to action' (eg. Explore Events in Broken Hill).



This example shows key words in headline copy.



This example shows key words in body copy for Broken Hill.



This example shows key words in body copy for White Cliffs.

Integrating images, video and links.

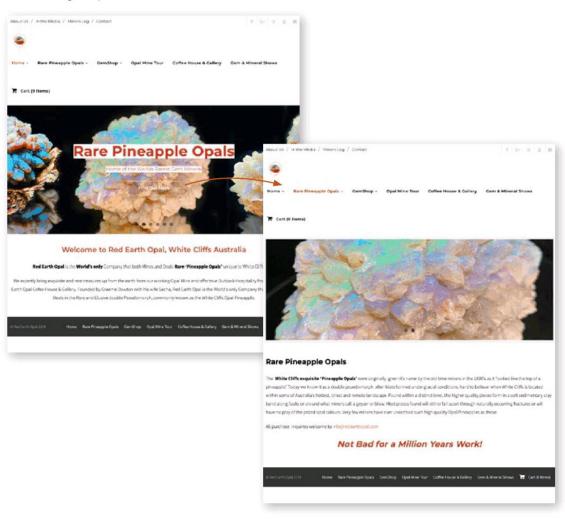
ADD IMAGES & VIDEOS TO YOUR WEBSITE

- Google loves the use of video and images;
 video in particular makes up the majority of all internet traffic, as it's a more engaging and memorable format
- Allow others to embed your videos on their website
- Use YouTube to drive traffic back to your own website
- Use vibrant and emotive images to trigger a visitor to read your content
- Use images to emphasise the title or subject of your content.

WEBSITE LINKING

 Add links to guide users to other pages or sections of your website; this will improve the user experience and flow around your website

Website linking example



Guidelines

KEY MESSAGING

Integrating images, video and links cont'd.

EXTERNAL WEBSITE LINKING

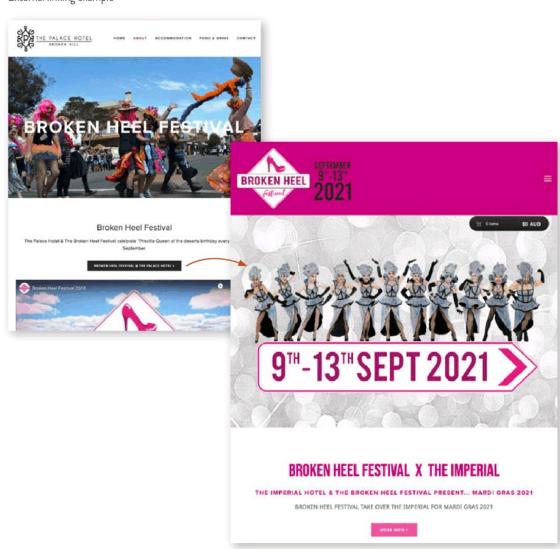
 External links can also be used to guide users from another website to your website or vice versa; just ensure the content you are linking is relevant.

CLICK HERE FOR MORE INFORMATION
ON HOW TO PROMOTE YOUR
TOURISM BUSINESS

BROKEN HILL & CENTRAL DARLING IT'S OUT THERE | BRAND GUIDELINES

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External linking example







Guidelines

PHOTOGRAPHY

Principles, licencing and captioning.

CLICK HERE TO ACCESS THE
DESTINATION NSW CONTENT LIBRARY

BROKEN HILL & CENTRAL DARLING IT'S OUT THERE | BRAND GUIDELINES

The principles for Broken Hill and Central Darling photography are:

INVOLVED

Photography is taken from an active view point rather than a passive view point. The subject should always be doing something with purpose.

AUTHENTIC

Depicting real local moments, products and people, telling their story. Nothing staged, inauthentic or posed.

IMMERSIVE

Highlighting the sensory/ emotive experience of a moment. You should hear the sound of an artists brush stroke or smell the campfire when looking at the image.

Guidelines for image licencing and captioning:

CORRECT LICENCES

Secure correct usage licences, with the image rights owner before posting or publication.

IMAGE CAPTIONING

Images should always be captioned to help inform potential visitors. Image captions are always placed on the bottom right hand side of the image when possible. The information is always listed in the following order:

(A) Location/Region, eg. "Mutawintji National Park, Broken Hill"

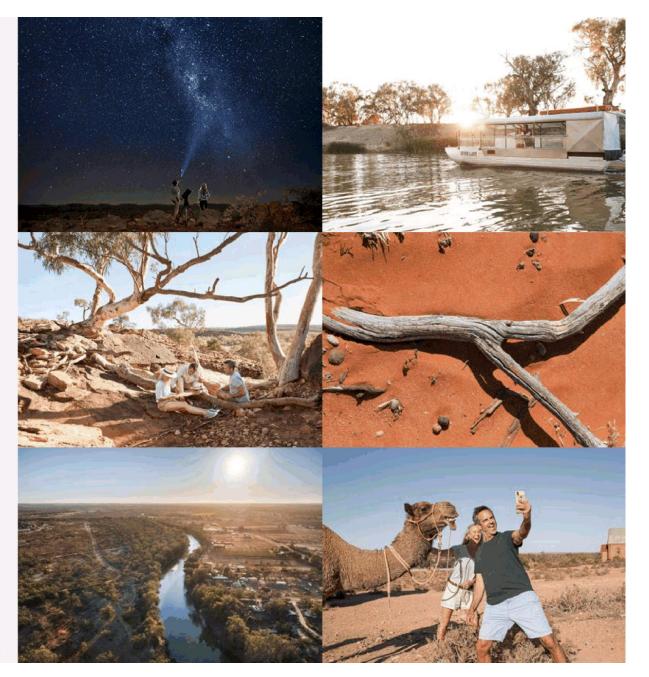
or

(B) Experience/Business/Location, eg. "Bird Watching, River Lady Tours, Menindee"

PHOTOGRAPHY

Nature photography.

The Broken Hill and Central Darling region is a land of contrasts, from the ancient lunar landscapes of Mutawintji National Park to the magnificent Darling River filled with birdlife. The Broken Hill and Central Darling region is bursting with natural wonders. Early morning or late afternoon is the optimal time to shoot in order to capture warm soft tones avoiding the harsh light during the middle of the day. The photography should reflect the vastness and wild beauty of the region.



Broken Hill City Council

Page 437

PHOTOGRAPHY

Art & Culture photography.

From drag queens, artists, filmmakers to ancient Aboriginal rock paintings, the Broken Hill and Central Darling region is as diverse as it is colourful. Early morning or late afternoon is the optimal time to shoot in order to capture warm soft tones avoiding the harsh light during the middle of the day. The photography should reflect the vibrant creative community in the region.



Broken Hill City Council

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PHOTOGRAPHY

History & Heritage photography.

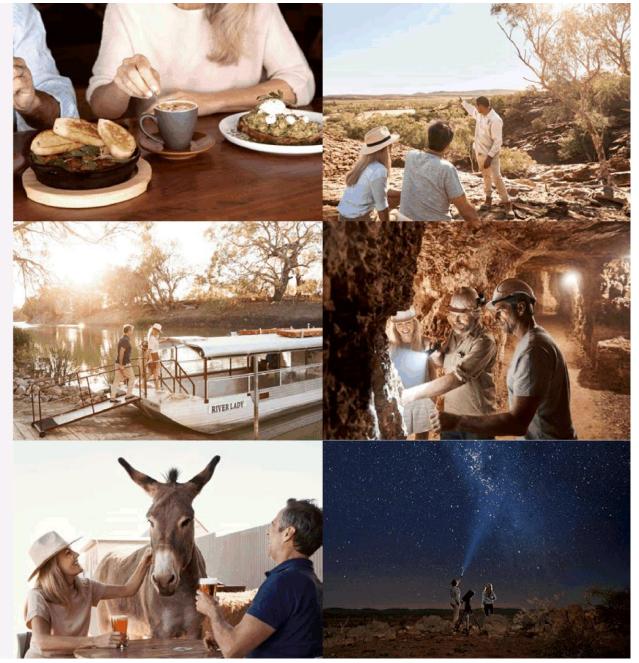
Broken Hill and the Central Darling region has a rich and colourful history, from unique heritage architecture to ancient Aboriginal rock paintings. Early morning or late afternoon is the optimal time to shoot in order to capture warm soft tones avoiding the harsh light during the middle of the day. The photography should reflect the rich history of explorers, miners, Hollywood filmmakers, through to Aboriginal culture dating back thousands of years.



PHOTOGRAPHY

Product photography.

The rich red desert landscapes, winding rivers, glittering gems, vibrant art scene and Aboriginal culture dating back thousands of years create a rich tapestry of memorable experiences and products. Early morning or late afternoon is the optimal time to shoot in order to capture warm soft tones avoiding the harsh light during the middle of the day. The photography should reflect the quality, uniqueness and variety of Broken Hill & Central Darling offering depicted in an authentic environment.





Primary logo lockup.







Secondary logo and elements.

It's Out There Campaign mark only

To be used for small format/digital when the destination mark in the primary logo lockup is not legible.



It's Out There Stacked logo lockup alternate

To be used to fit specific/unusual artwork specs.



It's Out There Destination mark only

To be used to fit specific/unusual artwork spec.

BROKEN HILL & CENTRAL DARLING

How to use our logo.

CLEAR SPACE

The logo lockup should have a clear space around it, where no other logos, copy or graphic elements encroach on this space.

Correct clearance space distance is based on the width of the 'T' in *It's Out There*. This distance should be maintained on all sides.

MINIMUM SIZE

For legibility, the logo lockup should not be less than 10mm for print and 30px for digital applications.

Should a smaller version be required, use the secondary campaign mark at a minimum size of 5mm for print and 15px for digital.









Co-branding.

LOCAL GOVERNMENT LED COMMUNICATIONS

The It's Out There logo can be used as an endorsement. It should support and work to complement the local government tourism brand.

Individual destinations can also benefit from co-branding, as this will allow you to leverage the destination awareness Broken Hill and/or the Central Darling region offer.

Please ensure a clear hierarchy is maintained.



Co-branding.

INDUSTRY/PARTNER LED COMMUNICATIONS

This is the preferred lock-up when using the *It's Out There* logo in partnership with any other logo and visual equity is required.

Divider bar and clear space rules consistently apply.



LOGO

Merchandise.

















Guidelines

DESIGN TIPS

Design tips.

Please use these tips as a guide to developing creative that is authentic and confident, creating an experience that reflects the tones of the *It's Out There* brand.

KEEP IT SIMPLE

Let the design breathe and don't try to do too much on each piece of communication. Make sure every element has a reason to be in the design.

KEEP IT CLEAR

Respect the space of other elements. The application of space around text, images and other graphic elements makes a design easier to read. It's also more likely to attract attention than a cluttered composition. Ensure a clear hierarchy between headline and body copy is present throughout all applications.

CONTENT IS KEY

Graphics play a supporting role but should complement the content and not compete.

Always ensure each item has a reason for being on the design. Let one or two things be the hero.

CONTRAST

When placing text or graphics over images, ensure there is sufficient contrast between the items to ensure stand out and legibility.

DON'T BE SCARED OF SCALE

Apply scale to type, graphical elements or compositional features that need proportionate emphasis. Ensure scale reflects content of the piece.

CAMPAIGN CREATION

It is important not to oversaturate a campaign with graphic elements. When creating a campaign, please create a singular look and feel. Make sure the elements you use are for the life of the campaign, ensuring maximum brand recognition for the audience.

WHEN IN DOUBT

Please refer back to the brand guidelines for direction. These guides are here to ensure *It's Out There* is not only dynamic but also consistently applied across all marketing materials.

DESIGN TIPS

Incorrect useage.

To ensure high quality results it is important to follow the recommendations set out within these guidelines.



DO NOT USE GRADIENTS





DO NOT SHEAR



DO NOT USE EFFECTS



DO NOT ROTATE



DO NOT DISTORT



DO NOT USE UNAPPROVED COLOURS



DO NOT OVERLAY LOW CONTRAST IMAGES



Guidelines

ASSETS

Typography fonts and styles.

Hackney

Display font for major headings.

CLICK HERE to purchase.

HACKNEY

ART & CULTURE

Headlines

Hackney

Brandon Grotesque

Body copy font available in 4 weights: Light, Regualr, Medium and Bold.

CLICK HERE to activate.

Large body copy

Brandon Grotesque Bold

Brandon Grotesque

This is Broken Hill and the Central Darling region.

Sub-headings - Sections

Brandon Grotesque Bold

A different kind of Outback.

Small body copy

Brandon Grotesque Regular

Eniam, quia dolorest la cuptas magnit, utem. Faceprovita num et laciaectae. Ute plabor asimin nectur a quat re remod ellatur?
Ci aut as et ped event unte autecus dolum hit, senihil lanimoluptas as niminve ndebit lacepra sus eum, is et rest, te debit eicil es ipsania

ASSETS

Brand colour palette.



 $\textbf{BROKEN HILL \& CENTRAL DARLING } \textit{IT'S OUT THERE} \hspace{0.1cm} | \hspace{0.1cm} \texttt{BRAND GUIDELINES}$

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BROKEN HILL & CENTRAL DARLING

Approvals.

It is critical that all applications of the *It's Out There* brand are approved before release, publication or post.

This process typically takes 5-10 business days to complete and appropriate time should be built into your schedule to accommodate this as well as implementing feedback and resubmission.

All requests should be sent via email with relevant detail and attachments to:

Patrick Kreitner

BROKEN HILL CITY COUNCIL

council@brokenhill.nsw.gov.au

Greg Hill

CENTRAL DARLING SHIRE COUNCIL

council@centraldarling.nsw.gov.au





Ordinary Council 29 September 2021

ORDINARY MEETING OF THE COUNCIL

September 17, 2021

ITEM 13

BROKEN HILL CITY COUNCIL REPORT NO. 163/21

SUBJECT: MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 417 HELD TUESDAY, 7 SEPTEMBER 2021 11/514

Recommendation

- 1. That Broken Hill City Council Report No. 163/21 dated September 17, 2021, be received.
- 2. That the minutes from the Local Traffic Committee Meeting No. 417 held, Tuesday, 7 September 2021 be received.
- 3. That the bus zone sign in Garnet Street (front of Broken Hill High School) be moved in a southerly direction to allow for an extra two 5-minute timed parking spaces to be installed between the existing drop-off parking space and the bus zone to allow for children to be dropped off at the front of the Broken Hill High School.

Executive Summary:

Under Guidelines published in March 2009 by the Roads and Traffic Authority (now known as Transport for NSW), entitled 'A guide to the delegation to councils for the regulation of traffic states':

"The Local Traffic Committee (LTC) has no decision-making powers and is primarily a technical review committee. It only advises the Council on matters for which the Council has delegated authority, being certain prescribed traffic control devices and traffic control facilities.

The Council must refer all traffic related matters to the LTC prior to exercising its delegated functions. Matters related to State Roads or functions that have not been delegated to the elected Council must be referred directly to Transport for NSW or relevant organisation. Such matters must not be referred to the LTC.

Council is not bound by the advice given by its LTC. However, if Council does wish to act contrary to the unanimous advice of the LTC or when the advice is not unanimous, it must notify Roads and Maritime Services and the NSW Police and wait 14 days before proceeding."

Report:

This report is to provide Council with the minutes and action list of the Local Traffic Committee meeting held on Tuesday, 7 September 2021 which details recommendations to Council for consideration and adoption.

Strategic Direction:

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

Ordinary Council 29 September 2021

Relevant Legislation:

- Road Transport (Safety and Traffic Management) Regulation 1999, and
- Road Rules 2008
- A guide to the delegation to councils for the regulation of traffic (guidelines)

Financial Implications:

Financial implications for any of the recommendations to Council will be detailed in the LTC minutes, if relevant.

Attachments

- 1. MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO. 417, HELD
- ↓ TUESDAY, 7 SEPTEMBER 2021

CODIE HOWARD
CHIEF ASSETS AND PROJECTS OFFICER

JAY NANKIVELL GENERAL MANAGER

LOCAL TRAFFIC COMMITTEE

MINUTES OF MEETING NO. 417

Meeting held on Tuesday, 7 September 2021 at 2pm - Via Teams Meeting.

Minutes taken by: Council's Administration Officer, Tanya Ralph.

Chairperson Codie Howard, Council's Group Manager Infrastructure and Projects opened the meeting at 2.08pm and welcomed all representatives present and performed an Acknowledgement of Country at the commencement of this meeting.

417.1 Present

Codie Howard Group Manager Infrastructure and Projects

Marion Browne Councillor

David Vant Transport for NSW Representative

Paul Bezzina Asset Officer

Peter Beven Local Member's Representative

417.2 Apologies

Tom Aylett NSW Police Representative

417.3 Disclosure of interest - NIL

417.4 Adoption of previous minutes

Previous minutes of meeting No. 416 held 3 August 2021 were confirmed via online voting as follows:

All in favour: Moved: Peter Beven Seconded: David Vant

417.5 Council Resolutions

The following Committee Recommendations over the page were adopted by Council at its meeting held on Wednesday, 25 August 2021.

Local Traffic Committee Minutes - Meeting No. 417 - 7/09/2021

Page 1 of 16

ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 145/21 - DATED AUGUST 12, 2021 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 416 HELD TUESDAY, 3 AUGUST 2021 11/397

RESOLUTION Minute No. 46628 Councillor M Browne moved Deputy Mayor C Adams seconded

Resolved

- That Broken Hill City Council Report No. 145/21 dated August 12, 2021, be received.
- That the minutes from the Local Traffic Committee - Meeting No. 416 held, Tuesday, 3 August 2021 be received.
- That Item No. 406.6.1 That a 'Loading Zone' be installed in Crystal Lane on the Astra side of the lane.

The loading zone will be 8 meters long and 2.4 meters wide and positioned 6.7 meters from 'Give Way' sign at the intersection of the lane and an offset of 2.5 meter from the gate way to the Astra carpark.

 That Item No. 414.8.6 – That three additional parking spaces to be line marked where the unused driveway is located adjacent to the Hearing Centre in Sulphide Street.

CARRIED UNANIMOUSLY

417.6 Correspondence In

Item No.	EDRMS No.	Details	
417.6.1	D21/39063	Request for parking signage at Live Better's Community Transport Office adjacent 475 Argent Street – Julie Paull, Live Better.	Page 10
417.6.2	D21/35473	Request for two additional 5-minute timed parking spaces be installed at the front of the Broken Hill High School in Garnet Street – Richard Thomas.	Pages 15 and 16

417.7 Correspondence Out

Item No.	EDRMS No.	Details
406.6.1	D21/38377	Request for review of 'No Stopping' signs in Crystal Lane near TNT/Repco – Rick Stephens (Broken Hill Mining).
414.8.6	D21/38398	Request for additional parking spaces be installed adjacent the Country Hearing Centre in Sulphide Street.

Local Traffic Committee Minutes - Meeting No. 417 - 7/09/2021

Page 2 of 16

417.8 General Business

	EDDI(C)	D. J. II
Item No.	EDRMS No.	Details
417.8.1	Amendment form August Minutes	Request for assistance with funding to seal the unsealed Warri Gate Road from Tibooburra back into Queensland.
		Peter wanted to clarify what this matter was about and to ensure that the committee understand that he was referring to the unsealed road to Queensland from Warri Gate Road back to Tibooburra.
		The minutes in the August meeting should have said the following:
		That The Local Member's Representative, Peter Beven asked Transport for NSW, David Vant to help seek funding to seal the Warri Gate Road from Tibooburra back into Queensland and that Peter Beven informed the committee that he has sent a letter to the Deputy PR minister regarding the Queensland road, approximately 136km. Peter stated that the Federal Government could jump in with up to 80% of the money to seal the road, which could mean that this will be done a lot sooner.
		Peter then asked David how the other road coming down from Warri Gate Road was going and David responded that it could take a couple of years to seal the road from the gate back to Tibooburra.
Discussion Notes		Peter informed the committee that the Mayor of Broken Hill is part of campaign for this road to be sealed as this will be beneficial to Broken Hill.
		The South Australian Government have sealed the first 50km of the Strzelecki Track from the Queensland Board to Innamincka and made 72km starting from Lyndhurst heading to Innamincka.
		The Strzelecki Track is a 472 km unsealed rural road that links the towns of Lyndhurst to Innamincka in the north east of South Australia. It is a vital supply link for major oil and gas facilities located near Moomba, in the Cooper Basin, and is an essential transport corridor for outback communities, tourism and pastoralists. The track is subject to occasional closure during the winter months when the road is impassable due to flooding.
		Codie Howard, Group Manager Infrastructure and Projects and the Committee Chairperson advised that this matter will be included in the General Business section of the minutes as clarification of the August committee meeting minutes.
Item No.	EDRMS No.	Details
417.8.2		Codie Howard acknowledged Bibek Bhattarai time as the Committee Chairperson during the past 18 months.
Discussion Notes		The committee shared their views and acknowledged Bibek's role a Chairperson for the committee.

Local Traffic Committee Minutes - Meeting No. 417 – 7/09/2021

Page 3 of 16

Item No.	EDRMS No.	Details
417.8.4		Request for line marking to be placed on the road at the intersection of Thomas and Chloride Street as the line marking in the area has been washed away.
Discussion Notes		Local Member's Representative, Peter Beven noted that the regular paint used for line marking will not last, being that the section of the intersection is constantly under water.
		The Line Marking Contractor that were to be engaged by Council are from Dubbo and due to the Covid outbreak and lockdown restrictions, this work has been postponed.

417.9 Action Item List

Date	Item Details
July 2021	Request for additional longer-term parking at Country Universities Centre Far West, 318-324 Crystal Street – Michael Williams.
Item No.	415.6.1
EDRMS No.	D21/29055
CRM No.	N/A
Responsible Officer	Council's Group Manager Infrastructure and Projects, Codie Howard
Current Status	Completed
Date	Committee Recommendation/s
September 2021	That the applicant be advise that the existing parking arrangements will remain unchanged along Crystal Street, adjacent the study center as road this is a designed Heavy Vehicle route.
	It was suggested that the committee hold off with the recommendation until we find out about the Development Application relating to the Credit Union Building being reduced. Codie will investigate with the Planning Department and provide feedback to the committee at the next meeting. This would allow the opportunity for this area to be included as off-street parking.
	Codie advised the committee that this matter will be completed in the action list and Codie will raise again with the committee at a later date.
Action Date	Running Actions
July 2021	Council's Asset Officer, Paul Bezzina carried out an inspection. It was found that it is currently sign posted as '4h Hour' parking from 8.30am-6pm. Council will gather more information from Country Universities Centre regarding the number of students, number of classes and peak periods of use.

Local Traffic Committee Minutes - Meeting No. 417 – 7/09/2021

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	An update will be provided to the committee at the next scheduled committee meeting on Tuesday, 3 August 2021.
August 2021	Council's Infrastructure Engineer, Bibek Bhattarai conducted a parking audit in the vicinity of the University in Crystal Street to identify the number of car spaces available in the area. There are 12,1-hour and 14, 2-hour timed parking spaces on Crystal Street.
	The committee were informed that there are 200 students currently enrolled at the University and the number of students could reach up to 300 plus during peak session for exams.
	Michael Williams from the University has expressed that there are not enough of the 4-hour parking spaces to enable students to park for up to 4-hours during exams. Students are not permitted to leave during an exam to move their cars.
	The committee were informed that the Credit Union has lodged a Development Application (DA) to reduce the size of the RSL Hall. Council's City Development, Planning and Compliance department will be contacted to find out what the determination is for the DA to how the changes will affect parking in Crystal Street.
	Transport for NSW, David Vant has asked if there is the provision for a section of Crystal Street to be converted to angle parking. This would allow for more parking spaces in Crystal Street.
	Crystal Street is on the approved Heavy Vehicle route that needs to accommodate wide loads passing through the city.
	Further investigation is required to determine the possibility of implementing a section for angled parking in Crystal Street, adjacent the University near the pedestrian crossing. David Vant in line with his suggestion is to add that there could be the provision for rear to kerb parking.
	The committee will be provided an update at their next meeting in September 2021.
September 2021	Council's Asset Officer, Paul Bezzina spoke to the University staff and they mentioned that there are approximately 200 students. It has been determined that the students come in dribs and drabs and there has been not official request for changes to the parking arrangements.
	If the angle parking being a designated heavy vehicle route, then this would cause problems. Matter has been addressed by committee previously and it has been rejected. Codie Howard, Chairperson happen to be at the area when a wide load passing through town and if the area was angle parking then the truck would not have been able to pass.
	Transport for NSW, David Vant advised the committee that Transport for NSW is the authority for this decision.
	The University is a center that is used as a study area, as they are not an actual university, but they are a study center with close association with universities.
	Recommendations:
	That the applicant be advise that the existing parking arrangements will remain unchanged along Crystal Street, adjacent the study center as road this is a designed Heavy Vehicle route.
	It was suggested that the committee hold off with the recommendation until we find out about the Development Application relating to the Credit Union Building

Page 5 of 16

	being reduced. Codie will investigate with the Planning Department and provide feedback to the committee at the next meeting. This would allow the opportunity for this area to be included as off-street parking.	
	Codie advised the committee that this matter will be completed in the action list and Codie will raise again with the committee at a later date.	
Date	Item Details	
July 2021	Happy Day submission to Traffic Committee - 40kmh signs	
Item No.	415.6.4	
EDRMS No.	D21/30070	
CRM No.	N/A	
Responsible Officer	Council's Group Manager Infrastructure and Projects, Codie Howard	
Current Status	Matter Differed until November/December 2021	
Date	Committee Recommendation/s	
July 2021	That traffic counters be installed in Kaolin Street adjacent the Happy Day Preschool to determine the volume and speed of traffic.	
September 2021	The committee agreed for this matter to be readdress by the committee at a later date after the Covid restriction have been changed and tourist start visiting the City again. Suggested revisit matter during November and December 2021.	
	Correspondence to be sent to the preschool advising of the committee decision to the postpone the decision of the committee, being that reliable information cannot be found as the data shows that there are no speeding motorist in the area of Kaolin and Cummins Streets.	
Action Date	Running Actions	
July 2021	Transport for NSW, David Vant met with the Director from Happy Day Preschool to discuss their concerns. It was determined that Happy Day Preschool being a private business, these signs were not justified as the zoning around the preschool does not fall under the same legislation as school zones and children must be accompanied by an adult in order to enter and leave the premises.	
	A request was issued for the signs to be removed by Council. TfNSW agreed to install warning signs in each approaching direction as well as blisters at a cost of around five to seven thousand dollars.	
	It has been suggested that the installation of traffic classifiers/counters would be of benefit in order to determine if the area around the preschool is a traffic hot spot with data to be provided to NSW Police to enable them to monitor the area for speeding.	
	Council's Infrastructure Engineer, Bibek Bhattarai advised the committee that	

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	Council will install traffic classifiers/counters as a matter of urgency.
August 2021	The committee were provided an aerial map of the locations where the blisters will be installed in Kaolin Street and Cummins Street and the Traffic Counter Report including speed data from Kaolin Street and Cummins Street adjacent the Happy Day Preschool. (Refer to related information – Pages 15-22).
	Council's Infrastructure Engineer, Bibek Bhattarai advised that the School Zone signs were removed the 25 June 2021 and the blister will be installed by the end of the week.
	The traffic data on the Traffic Counter report was completed during a period of one week prior to this meeting.
	Transport for NSW, David Vant requested that the Traffic Counters/Classifiers are to be placed closer to the Preschool at the north of Morgan Street near the 40km sign and to the south of the pedestrian refuge in Kaolin Street. Both counters should be in position for a minimum of two weeds to capture accurate data on the speed and the type of vehicles.
	The data from this report can then be passed onto the Police to patrol the area during the significant times identified on the traffic report.
	Local Member's Representative, Peter Beven has requested that additional 50km speed signs be installed at difference points along Kaolin Street as that traffic coming into town from the 9 Mile Road are continue speeding when passing the Preschool. David Vant advised the committee that Council do not have the delegation to install speed zone signs.
	David has requested that an aerial map be provided to him pointing out where the proposed speed zone signs are to be installed and he will arrange for these to be installed by Transport for NSW.
September 2021	An updated traffic counter report has been provided to the committee. The Traffic Counter Report can be found on pages 11 and 12 of these minutes.
	Transport for NSW, David Vant has referred to the data on the reports, showing the area to be a 60km speed limit and not the marked speed zone of 50km as identified in the Traffic Counter Reports.
	The Traffic Counter reports show that from the 6 August to 26 August, there has not been any speeding motorist travelling in the section of Kaolin Street and Cummins Street. The Traffic Counter report identified that there were 21 thousand vehicles that had travelled in the area. Councilor, Marion Brown mentioned that the speeding issued could have been tourist and being that there is no tourist at present in the City due to the lockdown. It was suggested that the speeding vehicles could very be locals as they know the road and area, whereas tourist are not familiar with the area and the set road conditions.
	Recommendation:
	The committee agreed for this matter to be readdress by the committee at a later date after the Covid restriction have been changed and tourist start visiting the City again. Suggested revisit matter during November and December 2021.
	Correspondence to be sent to the preschool advising of the committee decision to the postpone the decision of the committee, being that reliable information cannot be found as the data shows that there are no speeding motorist in the area of Kaolin and Cummins Streets.
	Recommendations agreed by Committee.
	I .

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Date	Item Details
August 2021	Union Street parking on resident side of Union Street
Item No.	416.6.1
EDRMS No.	General Business
CRM No.	N/A
Responsible Officer	Council's Group Manager Infrastructure and Projects, Codie Howard
Current Status	Pending
Date	Committee Recommendation/s
Action Date	Running Actions
August 2021	This issue has been reviewed by the Local Traffic Committee several years ago when the 'Timed Parking' zone was first introduced, along with restricted parking Union Street behind the Morgan Street Public School. Council's Asset Officer, Paul Bezzina will conduct further investigation of the current signs in Union Street at the rear of the Morgan Street Public School and will report back to the committee at the next scheduled committee meeting in September 2021.
September 2021	Council's Asset Officer, Paul Bezzina inspected the area and advised the committee that the parking in the street is generally timed parking 8-4 parking for school drop off on both sides of Union Street. 'No stopping' on the school from 8.30 to 9pm – 2.30-3.15 school days and opposite side of school there is 830pm to 9.15, 2.30 3.15pm
	Quarter hour parks on the school 8am to 4pm school holidays and public holidays.
	The request is for the resident side to be lifted.
	Recommendation That Principal of the school is to be contacted to see if the school still requires the timed parking in Union Street before a decision can be made by the committee at the October meeting.
	The parking signs in Union Street were inspected by Council's Asset Officer, Paul Bezzina and he has advised the committee that the signed parking on the resident side of Union Street is marked as a school zone 'No Parking' from 8am to 4pm. On the school side of Union Street is marked as school zone between the times of 8.30am to 9.15am then from 2.30pm to 3.15pm.
	The committee have requested that the Principal from the Morgan Street school be contacted to see if the parking arrangements are still needed by the school and this will determine the decision of the committee at the next committee meeting.

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	Paul Bezzina will liaise with the Principal of the school as has been suggested by the committee and will provide an update at the next committee meeting.
Date	Item Details
September 2021	Request to alter the 40km sign located on the traffic island at the intersection of lodide and Argent Streets as this has been installed to low, making it difficult for small or lowered cars to see oncoming traffic when giving way.
Item No.	416.8.4
EDRMS No.	General Business
CRM No.	N/A
Responsible Officer	Group Manager Infrastructure and Projects, Codie Howard
Current Status	Pending
Date	Committee Recommendation/s
September 2021	Codie Howard will discuss this matter with Paul Bezzina and the operations staff to investigate the size and location of the 40km zone sign. Following investigation will liaise with Transport for NSW, David Vant results from the investigation.
Action Date	Running Actions
August 2021	The committee were informed that the current position of the 'Give Way' sign on the traffic island obstructs the line of sight for motorist not being able to see traffic traveling down Argent Street from Oxide Street direction.
	Council's Infrastructure Engineer, Bibek Bhattarai advised the committee that line markers will be in town later in the month and will be asked to review the position
	of the 'Give Way' line marking at this intersection so that vehicles will give way to where they will be able to see oncoming traffic.
September 2021	of the 'Give Way' line marking at this intersection so that vehicles will give way to
September 2021	of the 'Give Way' line marking at this intersection so that vehicles will give way to where they will be able to see oncoming traffic. This matter was discussed by the Committee at the August meeting and it was interpreted that the sign was replaced by Transport for NSW when lodide and
September 2021	of the 'Give Way' line marking at this intersection so that vehicles will give way to where they will be able to see oncoming traffic. This matter was discussed by the Committee at the August meeting and it was interpreted that the sign was replaced by Transport for NSW when lodide and Argent Street intersection was reconstructed. Council's Asset Officer, Paul Bezzina correctly this matter and informed the committee that issued raised was in relation to the 40km sign at the intersection
September 2021	of the 'Give Way' line marking at this intersection so that vehicles will give way to where they will be able to see oncoming traffic. This matter was discussed by the Committee at the August meeting and it was interpreted that the sign was replaced by Transport for NSW when lodide and Argent Street intersection was reconstructed. Council's Asset Officer, Paul Bezzina correctly this matter and informed the committee that issued raised was in relation to the 40km sign at the intersection and not the 'Give Way' signs as noted. The committee were advised that Both the signs were knocked down and have

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	Recommendation
	Codie Howard will discuss this matter with Paul Bezzina and the operations staff to investigate the size and location of the 40km zone sign. Following investigation will liaise with Transport for NSW, David Vant results from the investigation.
	The committee will review the results at the next meeting.
Date	Item Details
August 2021	Request for parking signage at Live Better's Community Transport Office adjacent 475 Argent Street – Julie Paull, Live Better
Item No.	417.6.1
EDRMS No.	D21/39063
CRM No.	N/A
Responsible Officer	Council's Group Manager Infrastructure and Projects, Codie Howard
Current Status	Pending
Date	Committee Recommendation/s
September 2021	 A search to be conducted to find the original request relating to the bus zone signs adjacent the facility at 475 Argent Street and the recommendation passed by the Local Traffic Committee at that time. Council to inspect and take some photos of the area. For this matter to be
	discussed at the October 2021 meeting.
	Correspondence sent to the Live better to advise of the committee decision.
Action Date	Running Actions
September 2021	Transport for NSW, David Vant informed the committee that he could have been the RMS representative that has been referenced in the request. David advised that he has been dealing with an Amanda from Live Better regarding their concerns.
	Councilor, Marion Brown commented that this matter had been addressed by the Local Traffic Committee approximately three to four years ago when the facility was the HACC Centre. This matter has been an issue for a while. Marion went on to say that she was involved with the Local Traffic Committee when the committee at that time recommended for the signage for the buses was to be updated.
	Codie advised that a search of Local Traffic Committee minutes will be conducted to find the original recommendations passed by the committee in relation the bus signs, followed by the signs being updated in line with the decision. The signs have never been put up.
	Disability parking signs were suggested, but these would not work, being that their clients that visit the facility to make a payment would be able to park as they do not necessarily have a disability parking permit. The new signs could be a bus

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zone from 9am to 3pm for parking – 'Community Transport Vehicles Excepted' sign (bus zone).
Install signs for designated for the business and make that only their vehicles can park in the spot. David stated that the vehicle utilizing the space would have to be determine a bus under the road rules. If the bus is not classified as a bus, then they will not be able to park there.
Recommendations:
 A search to be conducted to find the original request relating to the bus zone signs adjacent the facility at 475 Argent Street and the recommendation passed by the Local Traffic Committee at that time.
Council to inspect and take some photos of the area. For this matter to be discussed at the October 2021 committee meeting.
Correspondence sent to the Live better to advise of the committee decision.
Moved by the committee

Moved by the committee.

Date	Item Details
September 2021	Request for two additional 5-minute timed parking spaces be installed at the front of the Broken Hill High School in Garnet Street.
Item No.	417.6.2
EDRMS No.	
CRM No.	N/A
Responsible Officer	Council's Group Manager Infrastructure and Projects, Codie Howard
Current Status	Pending
Date	Committee Recommendation/s
September 2021	That the bus zone sign be moved in southerly direction to allow for an extra
Sopiember 2021	two 5-minute timed parking spaces to be installed between the existing drop-off parking space and the bus zone to allow for children to be dropped off at the front of the Broken Hill High School in Garnet street.
Action Date	two 5-minute timed parking spaces to be installed between the existing drop-off parking space and the bus zone to allow for children to be dropped off at the
	two 5-minute timed parking spaces to be installed between the existing drop-off parking space and the bus zone to allow for children to be dropped off at the front of the Broken Hill High School in Garnet street.

Local Traffic Committee Minutes - Meeting No. 417 – 7/09/2021

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The Principal of the Broken Hill High School has been approached also and has also provided consent for inclusion of two additional 5-minute timed parking spaces at the front of the school in Galena Street.

Recommendation:

That the bus zone sign be moved in southerly direction to allow for an extra two 5-minute timed parking spaces to be installed between the existing drop-off parking space and the bus zone to allow for children to be dropped off at the front of the Broken Hill High School in Garnet street.

This correspondence has included at the end of these minutes as new business for consideration by the committee on page 15 and 16.

This recommendation to be included with the committee's recommendation for adoption at the September 2021 Council meeting.

The committee that were present the September committee meeting have endorsed the above recommendation.

417.10 Next Meeting Date - Tuesday, 5 October 2021

417.11 Meeting Closed – 3.10pm

415.6.4 - Happy Day submission to Traffic Committee - 40km signs

Traffic Counter Reports – Cummins Street and Kaolin Street

SpeedStat-6 Page 1

MetroCount Traffic Executive **Speed Statistics**

SpeedStat-6 -- English (ENA)

Datasets: Site:

[Kaolin Street] Kaolin Street south of Cummins Street

Attribute: **Cummins Street**

7 - North bound A>B, South bound B>A. Lane: 0 Direction:

Survey Duration: 11:00 Friday, 6 August 2021 => 14:12 Friday, 27 August 2021,

Zone:

File: Kaolin Street 0 2021-08-27 1412.EC0 (Plus)

Identifier: W649EE3H MC56-L5 [MC55] (c)Microcom 19Oct04

Algorithm: Data type:

Factory default axle (v5.08)
Axle sensors - Paired (Class/Speed/Count)

<u>Profile:</u> Filter time: 11:00 Friday, 6 August 2021 => 14:12 Friday, 27 August 2021 (21.1337)

Included classes: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12

10 - 50 km/h. Speed range:

North, East, South, West (bound), P = North, Lane = 0-16 Headway > 0 sec, Span 0 - 100 metre Default Profile Direction:

Separation:

Name:

Scheme: Vehicle classification (AustRoads94) Metric (metre, kilometre, m/s, km/h, kg, tonne) Units:

In profile: Vehicles = 21031 / 25440 (82.67%)

Attachment 1 MINUTES OF THE LOCAL TRAFFIC **COMMITTEE - MEETING NO. 417, HELD TUESDAY, 7 SEPTEMBER 2021**

SpeedStat-6 Page 2

Speed Statistics

SpeedStat-6 Site: Kaolin Street.0.1NS

Kaolin Street south of Cummins Street

Description: Filter time: Scheme:

Vehicle classification (AustRoads94)
Cls(1-12) Dir(NESW) Sp(10,50) Headway(>0) Span(0 - 100) Lane(0-16) Filter:

Vehicles = 21031
Posted speed limit = 60 km/h, Exceeding = 0 (0.000%), Mean Exceeding = 0.00 km/h
Maximum = 50.0 km/h, Minimum = 10.1 km/h, Mean = 41.0 km/h
85% Speed = 47.34 km/h, 95% Speed = 48.96 km/h, Median = 42.12 km/h
20 km/h Pace = 30 - 50, Number in Pace = 19675 (93.55%)
Variance = 41.76, Standard Deviation = 6.46 km/h

Speed Bins (Partial days)

S	900	ed .	1	В	in	ı	Be	low	1	Abo	ove	ı	Energy	1	vMult	L	n *	vMult
0	~	10	1	.0	0.000%	1	0	0.000%	Т	21031	100.0%	Т	0.00	1	0.00	Т		0.00
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20	-	30	1	1087	5.169%	1	1326	6.305%	1	19705	93.70%	1	0.00	1	0.00	i		0.00
30	-	40	1	6404	30.45%	1	7730	36.76%	1	13301	63.24%	1	0.00	1	0.00	1		0.00
4.0	-	50	-	13301	63.24%	1	21031	100.0%	ı	0	0.000%	ï	0.00	1	0.00	i		0.00
50	-	60	1	.0	0.000%	1	21031	100.0%	ı	0	0.000%	ï	0.00		0.00	i		0.00
60	-	70	1	0	0.000%	i	21031	100.0%	i	0	0.000%	1	0.00	ï	0.00	1		0.00
70	~	80	1	0	0.000%	1	21031	100.0%	1	0	0.000%	1	0.00	1	0.00	į.		0.00
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90	-	100	1	0	0.000%	i	21031	100.0%	i	0	0.000%	ì	0.00	i	0.00	İ		0.00
100	-	110	1	0	0.000%	ï	21031	100.0%	i	0	0.000%	i	0.00	1	0.00	l.		0.00
110	-	120	1	0	0.000%	1	21031	100.0%	i	- 0	0.000%	1	0.00	1	0.00	i		0.00
120	-	130	1	0	0.000%	1	21031	100.0%	1	0	0.000%	1	0.00	ì	0.00	i.		0.00
130	-	140	1	0	0.000%	1	21031	100.0%	1	0	8000.0	1	0.00	1	0.00	1		0.00
140	-	150	1	0	0.000%	1	21031	100.08	Ĺ	0	0.000%	1	0.00	1	0.00	İ		0.00
150	-	160	1	.0	0.000%	1	21031	100.0%	1	0	0.000%	ï	0.00	1	0.00	ï		0.00
160	-	170	1	0	0.000%	1	21031	100.0%	1	0	0.000%	1	0.00	1	0.00	1		0.00
170	-	180	1	0	0.000%	j.	21031	100.0%	1	0	0.000%	Ĭ.	0.00	1	0.00	1		0.00
180	-	190	1	0	0.000%	1	21031	100.0%	1	0	0.000%	1	0.00	1	0.00	ľ		0.00
190	-	200	1	0	0.000%	1	21031	100.0%	Ĺ	0	0.000%	Ĭ.	0.00	1	0.00	i		0.00

Total Speed Rating = 0.00 Total Moving Energy (Estimated) = 0.00

Speed limit fields (Partial days)

1	Limit	Below	Above
0 [60 (PSL)	1 21031 100.0%	0.0%

417.6.1 D21/35473 Request for two additional 5-minute timed parking spaces be installed at the front of the Broken Hill High School in Garnet Street

Richard Thomas

BROKEN HILL NSW 2880

3" August 2021

Traffic Committee

Broken Hill City Council

BROKEN HILL NSW 2880

REQUEST FOR REVIEW OF PARKING ARRANGEMENTS

This letter is to request that Council consider a change to the parking arrangements at the Broken Hill High School. Just to clarify I have only started dropping a child to this school in June this year and have already received in the mail, 1 month after issue two fines for queuing in the Disabled parking spaces provided on 18/6/2021 and 21/06/2021. I should also advise that I have asked for a review of these fines due to the lack of other arrangements at the school.

I have asked several other parents and they have all been fined for the same issue. However none of these parents complained that it took over a month to be notified of their error. I am currently checking my mail box every day as I am sure I was doing this for the whole month prior to being told it was not allowed.

My issue is the child I have in my care has issues being dropped at school so I am unable to move to far away from the gate as I have to watch her walk into the school, so I have to queue for the single drop off park available. As well as this other parents must be having the same issues with dropping off their

At present there is only one drop off park which is situated between the two disabled parks and the bus zone. we have to queue for the park. I should point out this park is also marked 15 minute and sometimes there is a vehicle in the park with no driver so you have to move to another drop off point, which as explained there is none. Most people waiting for the one drop off park queue in the disabled parking to ensure easy flow of traffic past the school. The issue is when waiting the children sometimes get out the vehicle and now I am aware this is not allowed and have to queue on the road, holding up

My suggested change would be to make 3 car spaces prior to the disabled parking 5 minute drop off parks thus easing the traffic flow. This area is currently unmarked parking and always has cars parked in them at drop off times. These parks could be marked as 5 minutes only between 8 and 9am school days, leaving them available for visitors after school drop off.

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This change would require an additional pole for the signage and some road marking. You should note the current road marking is required to be fixed after trenching was completed recently. You could remove the current 15 minute park and use this pole to make the change if required.

Your assistance in completing this review as soon as possible would be appreciated by all parents at the



Richard Thomas

Local Traffic Committee Minutes - Meeting No. 417 - 7/09/2021

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ORDINARY MEETING OF THE COUNCIL

September 9, 2021

ITEM 14

BROKEN HILL CITY COUNCIL REPORT NO. 164/21

SUBJECT: ACTION LIST REPORT 11/21

Recommendation

1. That Broken Hill City Council Report No. 164/21 dated September 9, 2021, be received.

Executive Summary:

The purpose of this report is to ensure that Council and the community are informed on the status of actions required by previous Council resolutions.

Report:

A new format Action List was presented to the June 2017 Council Meeting to provide Councillors with a clearer way of reporting on the progress of outstanding Council resolutions. As per Minute No. 45570, the Action List has been produced in the new colour coded format and shows the progress of Council' outstanding decisions (Green – completed, Yellow – in progress and Red – not yet commenced).

The Action List attached to this report covers decisions at Ordinary Council Meetings, is for information only and will be provided to Council on a monthly basis.

Discussions have been held with staff regarding the long outstanding items on the Action List, most of which are leasing/licencing matters. Staff will be working to finalise these items as a priority and/or request Council to rescind resolutions where circumstances have changed.

Community Engagement:

Nil

Strategic Direction:

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

Relevant Legislation:

Local Government Act 1993

Financial Implications:

Nil

Attachments

1. <a>__ Action List

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>

REPORT

ACTION LIST

Division: **Date From:** 1/04/2018 Committee: For Action Ordinary Council Date To: 15/09/2021 Officer: Further Report Required: Including Further Reports Printed: Wednesday, 15 September 2021

Action Sheets Report - Ordinary Council Meetings

- 1	Meeting	Officer/Director	Section	Subject
	Ordinary Council 26/04/2018	VanDerBerg,	Reports	COMPULSORY ACQUISITION OF WARNOCK GOSSAN STREET ROAD RESERVE

Resolved:

1. That Broken Hill City Council Report No. 59/18 dated April 6, 2018, be received.

Nankivell, Jay

2. That Council make an application to the Minister and Governor for approval to acquire the sections of Warnock and Gossan Street traversing Crown Land in Lot 7469 in Deposited Plan 1182254, under Section 177 of the Roads Act 1993 and Section 186 of the Local Government Act 1993.

10:52:06 AM

- 3. That the acquisition be undertaken in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991.
- That upon acquisition, Council to undertake required actions to open the subject road by registration of a plan in accordance with Section 7 of the Roads Act 1993.

16 May 2018 9:45am Bartlett, Leisa

In progress.

15 Aug 2018 3:32pm Bartlett, Leisa

MPDC advised - OLG advised that the land is subject to a Native Title Claim and that compulsory acquisition cannot go ahead at this stage. Council is waiting for further advice from OLG.

11 Sep 2018 4:40pm Bartlett, Leisa

No change, awaiting advice from OLG.

09 Oct 2018 5:08pm Bartlett, Leisa

Awaiting OLG advice

13 Nov 2018 9:26am Bartlett, Leisa

Awaiting OLG advice due to Native Title.

06 Feb 2019 1:51pm Bartlett, Leisa

In discussions with Crown Lands regarding Native Title.

07 Mar 2019 1:55pm Bartlett, Leisa

No change, awaiting response from Crown Lands.

15 May 2019 10:41am Falkner, Georgina

Crown Lands have advised they have no objection to receiving Proposed Acquisiton Notices. Investigating budget and Native Title prior to making application to OLG.

14 Jun 2019 3:27pm Bartlett, Leisa

no change in status

04 Jul 2019 1:51pm Bartlett, Leisa

no change in status

20 Aug 2019 3:39pm Misagh, Anthony

Acquisition is on hold and most likely will not be going ahead at this point. It holds native title and it is getting somewhat expensive.

17 Oct 2019 9:54am Bartlett, Leisa

Discussions being held with month with the Department of Crown Lands.

14 Nov 2019 4:35pm Bartlett, Leisa

Seeking legal advice from Council's Solicitors

12 Feb 2020 12:12pm Bartlett, Leisa

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Division: Date From: 1/04/2018 For Action Committee: Ordinary Council 15/09/2021 Date To: Officer:

Action Sheets Report - Ordinary Council Meetings

Printed: Wednesday, 15 September 2021 Further Report Required: Including Further Reports 10:52:06 AM

Broken Hill City Council

Legal advice received. Matter in progress.

07 Apr 2020 10:14am Bartlett, Leisa 11/03/2020 - Matter in progress.

08 Apr 2020 11:16am Bartlett, Leisa

08 May 2020 11:58am Bartlett, Leisa

Matter in progress.

10 Jun 2020 2:35pm Bartlett, Leisa Matter in progress.

15 Jul 2020 1:45pm Bartlett, Leisa

Matter in progress.

12 Aug 2020 9:41am Bartlett, Leisa

Matter in progress.

17 Sep 2020 3:05pm Bartlett, Leisa

Matter on hold until the Federation Way Acquisition is complete.

16 Oct 2020 8:42am Bartlett, Leisa

Matter on hold.

10 Nov 2020 4:11pm Bartlett, Leisa

Matter on hold.

30 Nov 2020 2:06pm Bartlett, Leisa

Matter on hold.

12 Feb 2021 10:00am Bartlett, Leisa

Matter on hold until Federation Way Acquisition is complete

18 Mar 2021 4:38pm Bartlett, Leisa

In progress.

16 Apr 2021 10:41am Bartlett, Leisa

In progress.

12 May 2021 12:10pm Bartlett, Leisa

On hold until Federation Way acquisition is complete.

15 Jul 2021 12:13pm Bartlett, Leisa

On hold until Federation Way acquisition is complete.

12 Aug 2021 3:03pm Bartlett, Leisa

On hold.

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/07/2020	Andrews, Anne Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST LEASE OF PART LOT 7421 DP 1183597 TO AXICOM PTY LIMITED
Resolved			
That Broken Hill City Co	uncil Report No. 104/	20 dated June 23, 2020, be rec	eived.

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REPORT

ACTION LIST

For Action

Division:

Committee: Ordinary Council
Officer:

Date From: 1/04/2018 **Date To:** 15/09/2021

Action Sheets Report - Ordinary Council Meetings

Further Report Required: Including Further Reports Printed: Wednesday, 15 September 2021 10:52:06 AM

2. That the Willyama Common Trust lease Part Lot 7421 DP 1183597 (being a telecommunications compound on the Line of Lode) to Axicom Pty Limited for a period of 20 years for telecommunications purposes.

- 3. That the annual rent be \$12,000.00 per annum with an annual 2.5% increase.
- 4. That the Mayor and General Manager be authorised to sign and execute the lease documents under the Common Seal of Council, in the absence of a Trust Seal.

CARRIED UNANIMOUSLY

12 Aug 2020 10:00am Bartlett, Leisa

Solicitors are drawing up the lease agreement.

17 Sep 2020 3:09pm Bartlett, Leisa

Draft lease being finalised.

16 Oct 2020 9:20am Bartlett, Leisa

Draft lease with Solicitors

10 Nov 2020 4:23pm Bartlett, Leisa

Solicitors have finalised the draft lease and the lease is being sent to Axicom Pty Ltd for signature.

30 Nov 2020 2:09pm Bartlett, Leisa

Solicitors liaising with Axicom re execution of lease.

12 Feb 2021 10:03am Bartlett, Leisa

Solicitors liasing with Axicom.

18 Mar 2021 4:39pm Bartlett, Leisa

Draft lease being finalised.

16 Apr 2021 10:42am Bartlett, Leisa

Lease with Axicom for execution.

12 May 2021 12:13pm Bartlett, Leisa

Lease with Axicom for execution.

17 Jun 2021 4:55pm Bartlett, Leisa

Awaiting return of signed lease from Axicom.

15 Jul 2021 12:14pm Bartlett, Leisa

Axicom P/L have requested minor changes which are in progress.

12 Aug 2021 3:03pm Bartlett, Leisa

Signing of lease in progress.

15 Sep 2021 9:05am Bartlett, Leisa

In progress, delayed due to lockdown.

Me	eeting	Officer/Director	Section	Subject
Or	rdinary Council 29/07/2020	Andrews, Anne	Confidential Matters	WILLYAMA COMMON TRUST LICENCE OF PART LOT 7315 DP 1183447 TO BROKEN HILL SPEEDWAY CLUB
		Nankivell, Jay		

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For Action Division: Date From: 1/04/2018
Committee: Ordinary Council Date To: 15/09/2021
Officer:

Action Sheets Report - Ordinary Council Meetings

Further Report Required: Including Further Reports Printed: Wednesday, 15 September 2021 10:52:06 AM

Resolved

- 1. That Broken Hill City Council Report No. 105/20 dated July 1, 2020, be received.
- 2. That Council (as Trust Manager for the Willyama Common Trust) lease Part Lot 7315 in Deposited Plan 1183447 to the Broken Hill Speedway Club for the purpose of a motocross track extension and associated access.
- 3. That the lease term be 25 years and the annual rental be the minimum Crown Lands rental.
- 4. That the Mayor and General Manager be authorised to sign and execute any documents under the Common Seal of Council, the absence of a Trust Seal.

CARRIED UNANIMOUSLY

Broken Hill City Council

12 Aug 2020 10:00am Bartlett, Leisa

Solicitors are drawing up the licence agreement.

17 Sep 2020 3:09pm Bartlett, Leisa

Draft lease being finalised.

16 Oct 2020 9:20am Bartlett, Leisa

Draft lease with Solicitors.

10 Nov 2020 4:26pm Bartlett, Leisa

Licence is with the Broken Hill Speedway Club for signature.

30 Nov 2020 2:11pm Bartlett, Leisa

Licence with Speedway Club for signature.

12 Feb 2021 10:04am Bartlett, Leisa

Licence signed by all parties and is now with the Minister for approval.

18 Mar 2021 4:40pm Bartlett, Leisa

In progress

16 Apr 2021 10:42am Bartlett, Leisa

In progress.

12 May 2021 12:14pm Bartlett, Leisa

In progress.

17 Jun 2021 4:55pm Bartlett, Leisa

Waiting on response from Local Aboriginal Land Council.

15 Jul 2021 12:15pm Bartlett, Leisa

Solicitor is awaiting a response from the Local Aboriginal Land Council.

12 Aug 2021 3:04pm Bartlett, Leisa

Council's Solicitor is awaiting a response from the Local Aboriginal Land Council.

15 Sep 2021 9:06am Bartlett, Leisa

Council staff following up with Local Aboriginal Land Council.

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Meeting	Officer/Director	Section	Subject
Ordinary Council 30/09/2020	Andrews, Anne	Confidential Matters	REQUEST FOR LEASE OF THE ALMA MECHANICS INSTITUTE, PATTON STREET

Resolved

- 1. That Broken Hill City Council Report No. 133/20 dated September 18, 2020, be received.
- 2. That Council, in its capacity as Trust Managers, enters a lease agreement with West Darling Arts for the exclusive use of the Alma Mechanics Institute in Patton Street for an initial five year period with an option to extend for a further five years; and that approval also be sought from the Minister for Crown Lands.
- 3. That the lease be granted conditional to the West Darling Arts success in securing government grant funding to carry out necessary building works (to the flooring, kitchen, toilet, air-conditioning and electrical work) to the Alma Institute to make good the building for leasing purposes; and that the lease will commence at the conclusion of the building works to be carried out by the West Darling Arts using grant funding.
- 4. That rental be set at the Crown Lands minimum base rental (currently \$496 per annum and subject to annual CPI changes); and West Darling Arts be responsible for minor maintenance items (to be negotiated).
- 5. That all standard Crown Lands lease terms apply.
- 6. That the West Darling Arts pays all legal fees for the set-up of the lease agreement.
- 7. That the Mayor and General Manager be authorised to sign the lease agreement under the Common Seal of Council.

CARRIED UNANIMOUSLY

14 Oct 2020 5:33pm Bartlett, Leisa

Applicant has been advised of Council resolution and an initial meeting is being arranged to discuss lease terms.

10 Nov 2020 4:27pm Bartlett, Leisa

In lease discussions with applicant, a meeting is being arranged with representatives of West Darling Arts during the week commencing 16 November 2020.

30 Nov 2020 2:13pm Bartlett, Leisa

Lease discussions commenced.

12 Feb 2021 10:05am Bartlett, Leisa

Lease discussions progressing.

18 Mar 2021 4:40pm Bartlett, Leisa

Draft lease close to finalisation.

16 Apr 2021 10:43am Bartlett, Leisa

Draft lease with Solicitors for review.

12 May 2021 12:14pm Bartlett, Leisa

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Lease signed by both parties and has been sent for Minister consent.

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17 Jun 2021 5:24pm Bartlett, Leisa

Lease with Minister for approval.

15 Jul 2021 12:16pm Bartlett, Leisa

Awaiting Ministerial approval.

12 Aug 2021 3:05pm Bartlett, Leisa

Awaiting Ministerial approval.

15 Sep 2021 9:06am Bartlett, Leisa

Crown Lands have advised West Darling Arts' project funders that due to the Native Title determination on the site and current timeframes for Ministerial approval, that Ministerial approval may not be finalised this year. Due to the timeframe and the funding requirements, at this stage the lease is likely not going ahead. However, the lease documents are drafted should this change.

Meeting	Officer/Director	Section	Subject
Ordinary Council 9/12/2020	Andrews, Anne Nankivell, Jav	Confidential Matters	WILLYAMA COMMON TRUST LICENCE TO NEXTGEN NETWORKS PTY LTD

Resolved

- 1. That Broken Hill City Council Report No. 175/20 dated November 24, 2020, be received.
- 2. That the Willyama Common Trust amend the existing licence to Nextgen Networks Pty Ltd in accordance with the attached plan, being part Lot 7302 DP 1181129.
- 3. That the Willyama Common Trust renew the amended licence for a further period of 10 years (in accordance with the existing renewal option) and rent be set at \$2500 per annum.
- 4. That the Mayor and General Manager be authorised to sign and execute any relevant documents under the Common Seal of Council, in the absence of a Trust Seal.

CARRIED UNANIMOUSLY

Broken Hill City Council

12 Feb 2021 10:12am Bartlett, Leisa

Processes have commence to issue licence.

18 Mar 2021 4:41pm Bartlett, Leisa

Nextgen progressing draft licence.

16 Apr 2021 10:47am Bartlett, Leisa

Draft deed is with the Solicitor.

12 May 2021 12:17pm Bartlett, Leisa

Draft deed with Solicitors - in progress.

17 Jun 2021 5:24pm Bartlett, Leisa Draft deed with the Solicitors.

15 Jul 2021 12:19pm Bartlett, Leisa

In progress.

12 Aug 2021 3:06pm Bartlett, Leisa

In progress.

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15 Sep 2021 9:09am Bartlett, Leisa In progress.

Meeting	Officer/Director	Section	Subject
Ordinary Council 31/03/2021	Howard, Codie Nankivell, Jay	Notice of Motion	COMMUNITY GARDEN FOR FORMER ALMA POOL SITE

Resolved

- 1. That Motions of Which Notice has been Given No. 7/21 dated March 19, 2021, be received.
- 2. That Broken Hill City Council prepares a report about establishing a community operated gardens at the former Alma pool site.

CARRIED UNANIMOUSLY

16 Apr 2021 10:52am Bartlett, Leisa Plan being developed. 18 Jun 2021 12:12pm Bartlett, Leisa Plan being developed. 15 Jul 2021 12:20pm Bartlett, Leisa Development of plan ongoing. 12 Aug 2021 3:07pm Bartlett, Leisa Development of plan ongoing. 08 Sep 2021 12:56pm Bartlett, Leisa Development of plan ongoing.

Meeting	Officer/Director	Section	Subject
Ordinary Council 31/03/2021	Howard, Codie Nankivell, Jav	Notice of Motion	STREET LIGHTING

Resolved

- 1. That Motions of Which Notice has been Given No. 8/21 dated March 19, 2021, be received.
- 2. That Broken Hill City Council prepares a report to be tabled at the May 2021 Council Meeting regarding the installation of street lighting on Holten Drive, McGillivray Drive and Federation Way.
- 3. That at the end of the roll-out of the Southern Lights project, an assessment be undertaken of any further need for street lighting including the lighting to the roads mentioned in part 2 (Holten Drive, McGillivray Drive and Federation Way).

CARRIED

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16 Apr 2021 10:53am Bartlett, Leisa

Report being preapred for the May Council Meeting.

12 May 2021 4:35pm Bartlett, Leisa

Awaiting advice on public lighting code requirements, prior to report being finalised.

20 Jul 2021 1:45pm Bartlett, Leisa

Report still being completed. Meeting with Essential Energy delayed due to COVID-19.

12 Aug 2021 3:07pm Bartlett, Leisa

Meeting with Essential Energy delayed due to COVID-19.

14 Sep 2021 4:36pm Bartlett, Leisa

Meeting with Essential Energy delayed due to COVID-19.

Meeting	Officer/Director	Section	Subject
Ordinary Council 28/04/2021	Bawden, Paul Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST PROPOSED LICENCE AND EASEMENT TO AGL ENERGY LIMITED

Resolved

- 1. That Broken Hill City Council Report No. 63/21 dated April 14, 2021, be received.
- 2. That the Willyama Common Trust licence Part Lot 7302 DP 1181129 to AGL Energy Limited for a period of two years, for the purposes of construction of a transmission line.
- 3. That the Willyama Common Trust consent to AGL Energy Limited registering an easement across Lot 7302 DP 1181129 for the overheard transmission line, once construction is finalised.
- 4. That the annual rent for the licence agreement be set at \$1,600 per annum plus GST, and AGL reimburse Council for any legal fees associated with the licence and easement.
- 5. That Council as the Willyama Common Trust provide landowner's consent for the lodgement of a Development Application for the proposed Battery Energy Storage System, due to part of the project area being on the Willyama Common.
- 6. That the Mayor and General Manager be authorised to signed and execute any related documents under the Common Seal of Council, in the absence of a Trust Seal.

CARRIED UNANIMOUSLY

12 May 2021 12:24pm Bartlett, Leisa Licence drafting is in progress.

18 Jun 2021 12:15pm Bartlett, Leisa

Draft licence received and will be reviewed by Council's solicitors.

15 Jul 2021 12:20pm Bartlett, Leisa

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Licence with Solicitor for minor requested changes. In progress.

12 Aug 2021 3:08pm Bartlett, Leisa

Draft Licence back with Council's Solicitor for review of minor changes.

15 Sep 2021 9:09am Bartlett, Leisa

Amendments being discussed with AGL

Meeting	Officer/Director	Section	Subject	
Ordinary Council 26/05/2021	Falkner, Georgina	Reports	UPDATE ON PROPOSED ACQUISITION OF FEDERATION WAY	
	Nankivell Jav			

Resolved

- 1. That Broken Hill City Council Report No. 75/21 dated April 27, 2021, be received.
- 2. That Council note the progress update on the proposed acquisition of Federation Way.
- 3. That Council seek to negotiate an Indigenous Land Use Agreement (ILUA) with the Barkandji Corporation, to allow Council to acquire the Crown Land while preserving the Barkandji's Native Title rights and interests.
- 4. That the Mayor and General Manager be authorised to negotiate the terms and conditions of the proposed Indigenous Land Use Agreement (ILUA) with the Barkandji Corporation; and that at the finalisation of negotiations, a report be provided to Council advising the outcome of the negotiations for Council's approval to enter an ILUA with the Barkandji Corporation.

CARRIED UNANIMOUSLY

Broken Hill City Council

18 Jun 2021 3:31pm Bartlett, Leisa

All parties agreed to extension of acquisition timeline. Native Title negotiations to commence in July.

15 Jul 2021 12:23pm Bartlett, Leisa

In progress - Solicitors working out date for negotiations.

12 Aug 2021 3:09pm Bartlett, Leisa

Meeting re negotiations delayed due to COVID-19.

26 Aug 2021 3:27pm Falkner, Georgina - Completion

Action completed by Bartlett, Leisa

15 Sep 2021 9:10am Bartlett, Leisa

Meeting likely to be organised remotely due to COVID-19. Solicitors are currently trying to organise potential dates.

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Manuel, Darrin	Mayoral Minute	WAIVER OF FEES FOR USE OF CIVIC CENTRE BY NSW HEALTH AS A MASS COVID-19 VACCINATION CENTRE
	Nankivell, Jay		

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Resolved

- 1. That Mayoral Minute No. /21 dated August 20, 2021, be received.
- 2. That Council works closely with NSW Health to coordinate the use of the Broken Hill Civic Centre as a mass COVID-19 vaccination centre for Broken Hill.
- 3. That hire fees associated with the use of the Broken Hill Civic Centre by NSW Health (Far West Local Health District) from 25 August 2021 for the required duration of the operation of a COVID-19 mass vaccination centre in Broken Hill, be waived.
- 4. That Council supports the Far West Local Health District in promoting the vaccination centre to encourage the Broken Hill Community to receive their COVID-19 vaccinations.
- 5. That Council thank the frontline workers within our community and surrounding towns for their efforts in managing the COVID-19 pandemic and working to keep our Community safe, including NSW Health Workers, NSW Police, Council staff, Maari Ma, Royal Flying Doctor Service, Government Agencies, Aboriginal Affairs, Aboriginal Land Council, and all volunteer and charitable organisation.

CARRIED UNANIMOUSLY

14 Sep 2021 1:51pm Bartlett, Leisa

Media release issued advertising vaccination centre and thanking frontline workers. COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Rolton, Michelle	Reports	DECEMBER AND JANUARY COUNCIL MEETING ARRANGEMENTS AND CHRISTMAS SHUT DOWN PERIOD
	Nankivell, Jav		

Resolved

- 1. That Broken Hill City Council Report No. 132/21 dated July 2, 2021, be received.
- 2. That Council's Ordinary Monthly Meeting for December 2021 will be determined by the General Manager in conjunction with the newly elected Mayor and will be dependent on the date that the Broken Hill City Council Local Government election results are declared; with the preference being that an Ordinary Meeting (for the new Councillors to be sworn into Office and machinery matters associated with the appointment of a new Council) to be held prior to Council's Christmas shutdown period proposed to commence from the close of business on Friday 24 December 2021.
- 3. That should the declaration of the Broken Hill City Council Local Government election results be announced late in December without adequate time to arrange an Ordinary Council Meeting (as per Council's Code of Meeting Practice Policy) prior to the proposed Christmas Shutdown period, the December Ordinary Council

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Meeting be held early in January 2022 in order for Council to meet its requirements for the election of the Deputy Mayor to occur within three weeks of the declaration of the election.

- 4. That if any additional urgent matter arises in January, an Extraordinary Council Meeting will be arranged.
- 5. That the Council shutdown period for the Administrative Centre and the Warnock Street Works Depot be from Monday 27 December 2021 to Friday 7 January 2022 (from close of business on Friday 24 December 2021 and reopening at the commencement of business on Monday 10 January 2022).
- 6. That Council advertise the shutdown period for the Administrative Centre and the Warnock Street Works Depot and that this advertisement also includes the operating hours for all other Council facilities during this period.

CARRIED UNANIMOUSLY

14 Sep 2021 1:51pm Bartlett, Leisa

Advertising submitted to Advertising mailbox on 27/8/21 - with request for facilities spreadsheet to be uploaded by services for opening and closing times over this period. This involves Corporate liaising with all Council services to verify hours of operation for this period.

COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Nu'man, Razija	Reports	APPOINTMENT OF DELEGATES TO COMMITTEES - SEPTEMBER 2021 TO DECEMBER 2021
	Mankiyall Jay		

Resolved

- 1. That Broken Hill City Council Report No. 133/21 dated August 4, 2021, be received.
- 2. That the status quo remain regarding Council's current Delegates on Section 355 Committees and various other Committees and Working Groups for the period September 2021 until the Local Government Election on 4 December 2021.
- 3. That Council appoints its new Delegates on Section 355 Committees and various other Committees at the first Council Meeting following the 4 December 2021 Local Government Election.

CARRIED UNANIMOUSLY

14 Sep 2021 1:54pm Bartlett, Leisa

All ten S355 Committees were notified by email on 31/08/21 of Council's resolution. As an additional update - Internal interdepartmental review is being undertaken of all relevant S355 documentation, manual and constitutions with templates being updated and converted to Open Forms for ease of use and standardised approach across committees. Particular attention will be paid to monitoring documentation to cover hirers of sites. Also updates will occur to the induction programme of newly elected committees that align with the reviewed materials.

COMPLETE

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REPORT

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Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Schipanski, Louise	Reports	COUNCILLOR ATTENDANCE AND MOTIONS TO THE LOCAL GOVERNMENT NSW ANNUAL CONFERENCE (ON-LINE) 29 NOVEMBER 2021 AND SPEICAL CONFERENCE HELD IN SYDNEY 28 FEBRUARY - 2 MARCH 2022 (IN-PERSON)
	Nankiyall lay		

Resolved

- 1. That Broken Hill City Council Report No. 134/21 dated August 5, 2021, be received.
- 2. That Council notes that the 2021 Local Government NSW Annual Conference has been postponed due to the proximity of the Local Government Elections and will now be held in two parts:
 - A free one-hour Annual Conference to present LGNSW annual report and financial reports, which will be conducted online on Monday 29 November 2021; and
 - A Special Conference including debate and resolution of motions from member councils setting LGNSW's advocacy agenda for 2022 will be held in-person in Sydney from 28 February to 2 March 2022.
- 3. That the Mayor be authorised as Council's voting delegate for the one-hour Annual Conference (online) on 29 November 2021 (and any Councillors interested in attending advise the General Manager's Office); and that delegates for the Special in-person Conference to be held from Monday 28 February to Wednesday 2 March 2022 be elected at the January meeting of the new Council.
- 4. That Council advises its voting delegates (2) to Local Government NSW by 5:00pm (AEDT) on Tuesday 5 October 2021 for Board Elections and the Annual Conference; and by 17 February 2022 for the Special Conference.
- 5. That Council endorses the following motion (from the 28 July 2021 Council Meeting, Minute Number 46598), and determine any further motions to the Conference in-line with the criteria for motions (note: a further report will be presented to Council calling for motions closer to the deadline date).
 - a) That Local Government NSW lobbies the Minister for Transport and Transport NSW to re-introduce reduced speed zones around all NSW childcare centres and long day-care centres to ensure the safety of families and young children attending the centres.
- 6. That motions along with the accompanying Council Resolution be submitted prior to the new closing date of 30 January 2022.

CARRIED

14 Sep 2021 2:15pm Bartlett, Leisa

The Mayor has been registered to attend as Council's voting delegate to the on-line Board Meeting on 29 November 2021. Councillors have been requested to advise the General Manager's Office by 1 October 2021 if they wish to attend also. A further report will be presented to the newly elected Council at their first meeting to consider any further motions to the in-person Annual Conference held in Sydney from 28 February 2022 - 2 March 2022 and to resolve the voting delegates and any other Councillors wishing to attend. COMPLETE

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Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Bartlett, Leisa	Reports	ADOPTION OF THE DRAFT CYBER SECURITY FRAMEWORK
	Nankivell, Jav		

Resolved

1. That Broken Hill City Council Report No. 135/21 dated July 6, 2021, be received.

- 2. That Council notes that nil public submissions were received during the public exhibition period of the draft Cyber Security Framework.
- 3. That Council adopts the draft Cyber Security Framework as a Framework of Council.

CARRIED UNANIMOUSLY

08 Sep 2021 9:31am Bartlett, Leisa

All action taken to adopt new Framework of Council.

COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Bartlett, Leisa Nankiyell Jay	Reports	ADOPTION OF DRAFT CONTRACT MANAGEMENT POLICY

Resolved

- 1. That Broken Hill City Council Report No. 136/21 dated July 6, 2021, be received.
- 2. That Council notes that nil public submissions were received during the public exhibition period of the draft Contract Management Policy.
- 3. That Council adopts the draft Contract Management Policy as a Policy of Council.

CARRIED UNANIMOUSLY

08 Sep 2021 9:32am Bartlett, LeisaAll action taken to adopt new Policy of Council.
COMPLETE

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Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Nu'man, Razija	Reports	PUBLIC INTEREST DISCLOSURES ANNUAL REPORT 2020/2021
	Nankivell, Jay		

Resolved

1. That Broken Hill City Council Report No. 137/21 dated August 11, 2021, be received.

That the Broken Hill City Council Public Interest Disclosures Annual Report 2020/2021 be forwarded to the Minister for Local Government and the NSW Ombudsman by 30 October 2021.

CARRIED UNANIMOUSLY

1/04/2018

15/09/2021

08 Sep 2021 3:20pm Brealey, Jodie

Public Interest Disclosures Annual Report 2020/21 emailed to NSW Ombudsman and Minister for Local Government 08/09/2021

14 Sep 2021 1:57pm Bartlett, Leisa

PID Annual Report 2020/2021 emailed to the NSW Ombudsman and the Minister for Local Government on 08/09/21.

COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Nu'man, Razija	Reports	2021-2022 DELIVERY PROGRAM KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2021, INCLUSIVE OF OPERATIONAL PLAN 2020/2021 OUTCOMES
	Nankivell Jav		

Resolved

- 1. That Broken Hill City Council Report No. 138/21 dated August 9, 2021, be received.
- That Council adopt the 2021-2022 Delivery Program Key Performance Indicators Progress Report for period ending 30 June 2021, inclusive of Operational Plan 2020/2021 outcomes.
- 3. That a report on progress for each relevant target and task be included on the Agenda for each Key Direction Working Group.

CARRIED

14 Sep 2021 1:58pm Bartlett, Leisa

DP/OP KPI Progress Report uploaded to Council's website. The Council resolution has been circulated to the Responsible Reporting Officers. Progress Report templates for 2020/21 OP Actions identified as "still in progress" have been set-up in KDWG Microsoft Teams and a progress report will be included on the agenda for each KDWG meeting. COMPLETE

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Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Nu'man, Razija	Reports	2017-2021 DISABILITY INCLUSION ACTION PLAN KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2021
	Nankivell, Jav		

Resolved

- 1. That Broken Hill City Council Report No. 139/21 dated August 9, 2021, be received.
- 2. That Council adopt the 2017-2021 Disability Inclusion Action Plan Key Performance Indicators Progress Report for the reporting period ending 30 June 2021.

CARRIED UNANIMOUSLY

08 Sep 2021 3:26pm Brealey, Jodie

DIAP 2017-2021 Key Performance Indicator Progress Report ending 30/06/2021 uploaded to Council's website. Due to the current COVID-19 restrictions, Corporate will assemble an updated PowerPoint presentation to inform the Disability Inclusion Action Plan Monitoring Group, including the progress report and circulate by email to all participants.

COMPLETE

Meeting	Officer/Director	Section	Subject	
Ordinary Council 25/08/2021	Nankivell, Jay	Reports	AGREEMENT WITH SERVICE NSW FOR BUSINESS	
	Nankivell, Jay			

Resolved

- 1. That Broken Hill City Council Report No. 143/21 dated August 11, 2021, be received.
- 2. That Council delegates authority to the General Manager to enter into an agreement with Service NSW.
- 3. That the Mayor and General Manager be authorised to execute any necessary documents under the Common Seal of Council.

CARRIED UNANIMOUSLY

14 Sep 2021 2:46pm Bartlett, Leisa

Copy of Agreement provided by Service NSW is with the Mayor and General Manager for execution.

١	Meeting	Officer/Director	Section	Subject
	Ordinary Council 25/08/2021	Nu'man, Razija	Reports	TEMPORARY SUSPENSION OF A PORTION OF THE CENTRAL BUSINESS DISTRICT (CBD) ALCOHOL-FREE ZONE FOR THE 2021 BROKEN HEEL FESTIVAL
ı		Nankivell, Jay		

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15/09/2021

Resolved

1. That Broken Hill City Council Report No. 144/21 dated August 6, 2021, be received.

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- 2. That Council approve the change of date for the temporary suspension of a portion of the CBD Alcohol-Free Zone for a section of Sulphide Street, bounded by Crystal Street and Argent Street, adjacent to the Palace Hotel (see attached map) for the 2021 Broken Heel Festival event. Specific details of the suspension are Argent Street from 207 Argent Street to 227 Argent Street; Crystal Lane from behind 207 Argent Street; and Sulphide Street from Crystal Street to Argent Street. This area includes all footpaths and car parks in the sections of Argent and Sulphide Streets.
- 3. That Council approve the temporary suspension be in place from 9am on Thursday, 2 December to 9am on Tuesday, 7 December 2021 subject to the final conditions, contained in the liquor licence. Council to note that should the Broken Heel Festival event not go ahead; the associated temporary suspension application becomes void and the full CBD Alcohol-Free Zone remains in force.
- 4. That Council approve the temporary suspension of a portion of the CBD Alcohol-Free Zone for a section of Sulphide Street, bounded by Crystal Street and Argent Street, adjacent to the Palace Hotel be advised to the public by way of advertisement in the Barrier Daily Truth; and that the advertisement also confirms that all other existing alcohol-free zones in Broken Hill remain in force.
- 5. That Council authorise the General Manager to amend the dates of the temporary suspension of a portion of the CBD Alcohol-Free Zone, should the dates for the Broken Heel Festival change in the future due to the changing circumstances around COVID-19 restrictions; subject to all other requirements for the event approved and in place.
- 6. That Council endorses the General Manager to implement the suspension and advertising processes on final advice of Barrier Local Area Command.
- 7. That Barrier Local Area Command be advised of Council's decision.

CARRIED UNANIMOUSLY

09 Sep 2021 4:07pm Brealey, Jodie

Implementation of actions in progress.

Correspondence forwarded to Barrier Local Area Command advising of dates changes for temporary suspension of portion of CBD AFZ. Advertising to take place on 27/11/2021

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Howard, Codie	Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 416 HELD TUESDAY, 3 AUGUST 2021
	Nankivell, Jay		

Resolved

1. That Broken Hill City Council Report No. 145/21 dated August 12, 2021, be received.

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- That the minutes from the Local Traffic Committee Meeting No. 416 held, Tuesday, 3 August 2021 be received.
- 3. That Item No. 406.6.1 That a 'Loading Zone' be installed in Crystal Lane on the Astra side of the lane.

The loading zone will be 8 meters long and 2.4 meters wide and positioned 6.7 meters from 'Give Way' sign at the intersection of the lane and an offset of 2.5 meter from the gate way to the Astra carpark.

4. That Item No. 414.8.6 – That three additional parking spaces to be line marked where the unused driveway is located adjacent to the Hearing Centre in Sulphide Street

CARRIED UNANIMOUSLY

1/04/2018

15/09/2021

08 Sep 2021 12:57pm Bartlett, Leisa

Resolutions have been work-flowed to operational team for completion.

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Brown, Simon	Confidential Matters	AQUATIC CENTRE CONTRACT RENEWAL
	Nankivell, Jav		

Resolved

- 1. That Broken Hill City Council Report No. 150/21 dated August 13, 2021, be received.
- 2. That Council endorses the extension of the contract between YMCA NSW and Broken Hill City Council for the operation and management of the Broken Hill Regional Aquatic Centre for a period of 5 years from 2021-2026 as per clause 5.16 of the current contract.
- 3. The Mayor and General Manager be authorised to sign the contract and apply the Common Seal of Council if required.

CARRIED

14 Sep 2021 2:43pm Bartlett, Leisa

Awaiting signed copy of contract to be returned from YMCA NSW.

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COMMITTEE REPORTS

1.	BROKEN HILL CITY COUNCIL REPORT NO. 165/21 - DATED JULY 28, 2021 - S355 COMMITTEE - 2020-2021 ANNUAL AND FINANCIAL REPORTS (16/9)
2.	BROKEN HILL CITY COUNCIL REPORT NO. 166/21 - DATED AUGUST 27, 2021 - MINUTES OF THE BROKEN HILL REGIONAL ART GALLERY ADVISORY COMMITTEE MEETING HELD 4 AUGUST 2021 (12/46)558
3.	BROKEN HILL CITY COUNCIL REPORT NO. 167/21 - DATED SEPTEMBER 06, 2021 - MINUTES OF THE BIU BAND HALL COMMUNITY COMMITTEE MEETINGS (16/8)

ORDINARY MEETING OF THE COUNCIL

July 28, 2021

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 165/21

SUBJECT: S355 COMMITTEE - 2020-2021 ANNUAL AND FINANCIAL

REPORTS

16/9

Recommendation

- 1. That Broken Hill City Council Report No. 165/21 dated July 28, 2021, be received.
- 2. That the 2020/2021 Alma Oval Community Committee Annual and Financial Reports be received and noted.
- 3. That the 2020/2021 BIU Band Hall Community Committee Annual Report be received and noted.
- 4. That the 2020/2021 Memorial Oval Community Committee Annual Report, Financial Report and End of Term Report be received and noted.
- 5. That the 2020/2021 Picton Oval Community Committee Annual and Financial Reports be received and noted.
- 6. That the 2020/2021 Norm Fox Sportsground Community Committee Annual and Financial Reports be received and noted.
- 7. That the 2020/2021 Riddiford Arboretum Management Committee Annual Report and End of Term Report be received and noted.
- 8. That the 2020/2021 Friends of the Flora and Fauna of the Barrier Ranges Community Committee Annual Report and End of Term Report be received and noted.
- 9. That the 2020/2021 Broken Hill Regional Art Gallery Advisory Committee Annual Report be received and noted.
- 10. That the 2020/2021 Broken Hill Heritage Committee Annual Report and End of Term Report be received and noted.
- 11. That the 2020/2021 Community Strategic Roundtable Annual Report and End of Term Report be received and noted.

Executive Summary:

In accordance with Section 355 of the *Local Government Act 1993* (the Act), Council has the ability to delegate some of its functions to a Committee of Council by way of appointment of community members to manage or advise on particular Council assets or functions. The committees are commonly known and referred to as Section 355 Committees.

Report:

Council's Section 355 Advisory and Asset Committee Frameworks state that all committees are for the term of the current Council.

Section 318B of the *Local Government Act 1993* was amended to allow the Minister for Local Government, to postpone council elections due to the risk posed by the COVID-19 pandemic. Council's S355 Committee term has also been extended due to the postponement of the Local Government elections.

S355 Committees are required to submit an Annual Report and where relevant, a Financial Report for period 2020/2021; S355 Committees are also required to submit an End of Term Report in line with the end of term of the current of Council.

Council wrote to all S355 Committee on 22 June2021, requesting Annual Reports, Financial Reports and End of Term Reports be submitted by 23 July 2021.

On 13 August 2021, The Local Government Elections were extended for a second time to 4 December 2021.

All S355 Committees submitted their Annual Reports and Financial Reports where relevant for the 2020/2021 period and three Committees submitted their End of Term reports up to August 2021.

A report was presented to the August Council meeting to determine Councillor representation to Committees (Broken Hill City Council Report No 133/21) for the extended period of September 2021 to 4 December 2021.

ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 133/21 - DATED AUGUST 04, 2021 - APPOINTMENT OF DELEGATES TO COMMITTEES - SEPTEMBER 2021 TO DECEMBER 2021

)

11/9

RESOLUTION

Minute No. 1 Councillor D Gallagher moved Councillor B Licul seconded

Resolved

- 1. That Broken Hill City Council Report No. 133/21 dated August 4, 2021, be received.
- That the status quo remain regarding Council's current Delegates on Section 355 Committees and various other Committees and Working Groups for the period September 2021 until the Local Government Election on 4 December 2021.
- That Council appoints its new Delegates on Section 355 Committees and various other Committees at the first Council Meeting following the 4 December 2021 Local Government Election.

CARRIED UNANIMOUSLY

Council further wrote to all S355 Committees on 31 August 2021 to advise the following:

- The date of the Local Government Elections being 4 December 2021.
- The caretaker arrangements for S355 Committees.
- Positions being declared vacant and the renomination process for all S355 committees.
- That the status quo remains in place for Councillor representation on S355 Committees.
- End of Term Report requirements, End of Term reports are required to be amended and resubmitted to Council to incorporate the additional three-month term of Council.

There are currently 10 Section 355 Committees, made up of seven Asset Committees and three Advisory Committees.

Section 355 Asset Committees:

- Alma Oval Community Committee
- BIU Band Hall Community Committee
- Friends of the Flora and Fauna of the Barrier Ranges Committee
- Memorial Oval Community Committee
- Norm Fox Sporting Complex Community Committee
- Picton Sportsground Community Committee
- Riddiford Arboretum Community Committee

Section 355 Advisory Committees:

- Broken Hill Heritage Committee
- Broken Hill Regional Art Gallery Advisory Committee
- Community Strategic Plan Round Table

Community Engagement:

Liaison with all s355 Committees.

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 within its legal framework

Relevant Legislation:

Local Government Act 1993 - Section 355 'How does a council exercise its functions?' Section 377 'General power of the council to delegate'.

Section 318B of the *Local Government Act 1993* was amended to allow the Minister for Local Government, to postpone council elections due to the risk posed by the COVID 19 pandemic.

Financial Implications:

There are no financial implications arising from the recommendations of this report. Where relevant, a Financial Report for period 2020/21 has been included.

Attachments

- 1. J 2020-2021 Annual Report Alma Oval Community Committee
- 2. J 2020-2021 Financial Report Alma Oval Community Committee
- 3. U 2020-2021 Annual Report Memorial Oval Community Committee
- 4. J 2020-2021 Financial Statements Memorial Oval Community Committee
- 5. U 2016-2021 End of Term Report Memorial Oval Community Committee
- 6. J 2020-2021 Annual Report Picton Oval Community Committee
- 7. U 2020-2021 Financial Report Picton Oval Community Committee
- 8. U 2020-2021 Annual Report Norm Fox Sportsground Community Committee
- 9. J. 2020-2021 Financial Report Norm Fox Sportsground Community Committee
- **10.** 2020-2021 Annual Report Riddiford Arboretum Management Committee

Û

12.	2020-2021 - Annual Report - Friends of the Flora and Fauna of the Barrier
$\overline{\Gamma}$	Rangers Community Committee
13.	2016-2021 - End of Term Report - Friends of the Flora and Fauna of the Barrier
$\overline{\Gamma}$	Ranges Community Committee
14.	2020-2021 - Annual Report - Broken Hill Regional Art Gallery
$\overline{\Gamma}$	
15.	2020-2021 - Annual Report - Broken Hill Heritage Committee
$\overline{\Gamma}$	
16.	2016-2021 - End of Term Report - Broken Hill Heritage Committee
$\overline{\Gamma}$	
17.	2020-2021 - Annual Report - Community Strategic Roundtable
$\overline{\Gamma}$	
18.	2016-2021 - End of Term Report - Community Strategic Roundtable
$\overline{\Gamma}$	

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>



355 COMMITTEE ANNUAL REPORT

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au

SECTION 1 – SECTION 355 COMMITTEE								
Name of Committee:	ALMA OVAL MANAGEMENT COMMITTEE.							
	1/7/20-30/6/21							
SECTION 2 - ANNUAL RE								

1.	Number of
	meetings
	conducted
	and dates of
	meetinas

Date of Meeting	Meeting co	nducted	No quorum, meeting not held		
NO HEL	TINGS	DUE TO	COVID-19.		

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Attendance by Members mber name Date Date

Member name	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date
		No	MEETIN	65	DUE	To Go	V10 14.					
												"

S355 COMMITTEE - 2020-2021 ANNUAL AND FINANCIAL REPORTS

Attachment 1 2020-2021 - Annual Report - Alma Oval Community Committee

3.	Activities/Projects/
	Achievements

HAVE SUPPLIED THE FOOTBALL, CRICKET, ALMA SCHOOL WITH AN EXTREME QUALITY FACILITY TO USE THE PUBLIC THAT USES THESE FACILITIES ARE VERY HAPRI WITH THEM. NOW THERE ARE LIGHTS AT THE OVAL THIS WILL OPEN UP MORE OPPORTUNITIES TO USE THE OWAL.

4. Ongoing Issues

- (1) COLD MIX ON MOUND HAS DETIORATED TO THE POINT THE BLUE METAL IS BEING COMING OFF MOUND AND UNTO FOOTPATH AND INTO GRASS AREA THUS CAUSING A TRIPHAZARD FROM CANTEEN TO GRAND-STAND . (2) CAR PARK AREA VERY UNEUEN WITH CARGE DEPRESSIONS - NEED FILING AND GRADING P.TO
- 5. Completed Maintenance

MOWING AND WEED CONTROL IS AN ONGOING JOB.

6. Financial Report

SUBSIDY RECIEVED TWILE PER FINANCIACYEAR. FINANCIAL STATE MENT SUPPLIED.

relevant information:

Please detail any other THE SOFT BACK ASSOCIATION WISHES TO RETURN TO THE ALMA OVAL

D17/43372 - \$355 Annual Report

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4. ONGOING ISSUES.

- (3) CEMENT PATH TRIP HAZARDS.
- (4) WOGGEN SEAT IN GRAND STAND NEEDS REPLACING WITH

 5TEEL TO MATCH AND COMPLETE STEEL SEATS, WILL STOP YOU GETTING SPLINTERS,

 (5) OUTSIDE TOILETS NEED UPGRADING WITH LOCKABLE

 COMPLIANT DOORS, LADIES TOILETS NEED WORK ON DOOR FRANCES THAT

 ARE LOOSE.
 - (6) NO WHELL CHAIN ACCESS TO TOILETS.
 - (9) TIME KEEPERS ROOM NEED RENOVATING + INSULATING AND AIR CONDITIONING IS NEEDED, ESPECIALLY IN SUMMER WITH EXPOSED STEEL SHEETING. ASBESTOS SHEETING REHOVAL.

 (8) CHANGE ROOMS NEEDED FOR FEMALE FOOTBALLERS.
 - (9) TOILETS NEED AUTOMATING AS YOUNG CHILDRETY
 CAN NOT DEACH CHAIN TO FLUSH TOILETS AFTER USE.
 (10) ONAL FILTRATION NEEDS UPGRADING AS POPUPS
 ALWAYS GETTING BLOCKED FILTERS
 - (11) HOT WATER TAP IN LADIES TOKETS IS NEEDED TO HOSE TOKETS AND SURROUNDING TOKET AREAS.

Alma Oval Management Committee PO BOX 5065 BROKEN HILL NSW 2880

Date: 06/08/2021 Period: 01/06/2021 - 06/08/2021

(67 Days)

Account SAV - 37702394

S1 - Redicash

	Effective				
Date	Date	Description	Debits	Credits	Balance
04/06/202	21	Transfer	200.00		9,885.15
08/06/202		Your Cheque 945099	344.13		9,541.02
22/06/202		Telstra	50.00		9,491.02
22/06/20	21	Transfer to 9500000	400.00		9,091.02
22/06/202		OTC External Transfer Fee	9.00		9,082.02
22/06/202	21	Alma Oval	340.00		8,742.02
24/06/202	21	Your Cheque 945100	13.30		8,728.72
24/06/202	21	Returned Electronic Transfer		400.00	9,128.72
25/06/202	21 24/06/2021	Direct Credit BROKEN HILL CITY		4,197.00	13,325.72
30/06/202	21	Paper Statement Fee	2.00		13,323.72
01/07/202	21	Transfer	200.00		13,123.72
01/07/202	21	Chq Deposit		10.40	13,134.12
01/07/202	21	BHCC	10.40		13,123.72
05/07/202	21	Your Cheque 945098	10.40		13,113.32
20/07/20:	21	Transfer	270.00		12,843.32
23/07/202	21 22/07/2021	Direct Credit BROKEN HILL CITY		224.38	13,067.70
28/07/20		Chq Deposit		394.34	13,462.04
28/07/20	21	Telstra	100.00		13,362.04
28/07/20	21	Essential Energy	294.34		13,067.70
30/07/20	21	Your Cheque 945105	100.00		12,967.70
30/07/20	21	Your Cheque 945103	294.34		12,673.36
31/07/202	21	Paper Statement Fee	2.00		12,671.36

This is a transaction listing only and not a formal statement.

Page:

SECTION 3 - PRIVACY STATEMENT

Council is collecting your personal information in accordance with the *Privacy* and *Personal Information Protection Act* 1998.

The purpose for collecting your personal information is to obtain and record details of \$355 Committees.

The intended recipients of the personal information collected includes Council officers, \$355 Committee members or other agents contracted by Council. If necessary for reporting purposes, your name and contact details may be made publicly available via Council's Business Papers and on Council's website.

The supply of your personal information is voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.

You may make an application for access or amendment to information held by Council. Council will consider any such application in accordance with the Act. Enquiries concerning this matter can be directed to the Public Officer by email council@brokenhill.nsw.gov.au or addressed to Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Your information will be collected and stored by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

SECTION 4 - DECLARATION							
Signature:		Date: 7/8/2/					
Printed Name:	PETER O'DWYER.	• • • • • • • • • • • • • • • • • • • •					
Position:	SECRETARY TREASURER						

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355 COMMITTEE ANNUAL REPORT

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au

SECTION 1 – SECTION 35				100	
Name of Committee:	Memorma	gral	Communi	ty 1	Committee
Annual Report period:				1	

SECTION 2 – ANNUAL REPORT

1. Number of meetings

Date of

conducted and dates of meetings

Date of Meeting	Meeting conducted	No quorum, meeting not held
(40/7/20	14/6/20	Held
4/8/20	4/8/20	Held
1/9/20	1/9/20	Held
6/10/20	6/10/20	Held
3/11/20	3/1/20	Held
9/12/20	9/12/20 AGM	Held
No Meeting	JAN 704	Cerr4 19
9/2/21	9/2/21	Cov 0-19
3/3/21	3/3/21	Corr 19
6/4/21	6/4/21	No Mueting
4/5/21	4/5/20	no Meeting
16/21	1/6/21	1621 n Meding

HATO NO Seef Home new Are forgets Meetings Retired Tres / Dennis Returned at Mom Have asked BHEL for Help

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2.	Attendance	bv	Member	rs

0.	
07	(M)
F	CEIVI

Member name	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date
RAY Steel	14/2/20	4/8/20	19/20	6/10/20	3/11/20	9/12/20	><	9/2/21	3 3 21	6/4/2)	45/21	Apor
Brevel M'Ganack	14/7/20	48/20	19/20	6/10/20		9/12/20	1	9/2/21	3/3/21	64/21	4/5/21	1/6/21
CHESIS MIRY	14/1/20	4/8/20	19/20	6/10/20	3/11/20	9/12/20	N	_	3/3/21	6/4/21	4/5/20	1/6/21
JAYAN MAGRIN	147/20	4/8/20	1/9/20	6/10/20	3/11/20	9/14/20	The same	_	3/3/21	6/4/21	4/5/21	14/6/20
DENM'S Cetanich		4/8/20	1/9/20	6/16/20		9/12/20	Me	~	_			_
Layno Eneps	-	4/8/20	1/9/20	~	_	-		_	. 7		-50-	-ranseline
ALLM Titcombe	2 -	10	1/9/20	4/10/20		9/14/20	2 2		3/3/21	L'Annual de l'Annu	45/21	
JAMON BHARL				-		**	B	9/2/21	/ /	-		1./6/21
nove amainde	147/20	Apri -	1/9/20	6/10/20		9/12/20	Ac	9/2/21	~		9	1/6/21
JAMES BULL	A STATE OF THE STA	-				-	(9/2/21	numb.	~	-	_
JODY WHITEHAIR	1 1	4/8/20	1/9/20	6/10/21	3/11/20	9/12/20		_	-		1/4/	
BHAPL	17	11)	-			-	+	-	~			-

Day BALL - 1/9/20
Terring BAMEL - 1/9/20
Elog Lyn Kismosy

- 1/6

Soby WHATEHAR Lesseper DE Meeting a Sex/

Page 2 of 4

3. Activities/Projects/ Achievements	upleap	. 0	done	eA	evel

1. Ongoing Issues Hann Rinks Grandstand. 2015

New Time Box Rea Cofstand SINGE 2018

Non Talks with TATE 2016

Never LED. LIGHTS IN TOWER LIGHTS

CHESTIER TO Lan for MOLL and Hireas

5. Completed Maintenance Como 19 no projects

6. Financial Report

Please o	detail any other tinformation:	Need 1	Ime box	larger	Room	fee only	2
pun Nesa	50/50 for Epuns :	Need 1 exple ne project for ledis	ed 4 M bates Le cherge	Moce Luis Leng 2.4 Rems For	Ving to wide in other !	Minute. BIMACLE	s adies

D17/43372 - \$355 Annual Report

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			and the state of t	
SECTION 4 - DECL	ARATION			
Signature:			Date:	2/21
Printed Name:	RAG SI	Cl		/
Position:	Mocc	CHARMAN		
Prose	P			
11/1/1/	*			

D17/43372 - \$355 Annual Report

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MEMORIAL	OVAL	MANAGEMENT	COMMITTEE

FINANCIAL REPORT - JULY 2020

Cash Book balance 01/07/20

13,921.13

Income for July Plus:-

6,547.64

Oval Hire B.H. Harness Racing Club

1,642.92

Other Income B.H.H.C. - Maintenance Grant B.H.H.C. - GST Refund G.S.T. Received

585.43 164.29

4,155.00

20,468.77

Expenditure for July Less:-

5,331.12

Caretaker's allowance Grounds maintenance and repairs Secretary/Treasurer honorarium Electricity Gas

491.17 100.00 3,592.94 126.01

421.00

600.00

G.S.T. Paid

Cash Book balance 31/07/20

\$15,137.65

BANK RECONCILIATION AS AT 31/07/20

Debit balance as per Cash Book

15,137.65

Less:-

Outstanding Deposits

0.00 15,137.65

135.76

Plus:-

Unpresented Cheques

J. Whitehair 437066 J. Whitehair 50.00 50.00

437076 437084

Elgas

35.76

Credit balance as per Bank Statement 31/07/20

\$15,273.41

Signed :-

Date :-

3/08/2020

PROJECT	< 3 Months	> 3 Months	Total
Airconditioner - Starters Box	1,000.00		1,000.00
Timekeeper's Box	6,000.00		6,000.00
New Lighting - Main Gates		2,500.00	2,500.00
Floodlight Carpark/Stables		2,000.00	2,000.00
Upgrade Toilet Facilities		10,000.00	10,000.00
Total Estimated Cost	\$7,000.00	\$14,500.00	\$21,500.00

OVE DROUDING	OVAL MANAGEMENT COMMUTTEE	

FINANCIAL REPORT - AUGUST 2020

Cash Book balance 01/08/20

15,137.65

Plus:-**Income for August** 550.00

Oval Hire

ESA Productions (RFDS)

500.00

Other Income G.S.T. Received

50.00

15,687.65 830.32

Caretaker's allowance Grounds maintenance and repairs

Expenditure for August

480.00 209.38 100.00

Secretary/Treasurer honorarium Stationery G.S.T. Paid

18.18 22.76

Cash Book balance 31/08/20

\$14,857.33

BANK RECONCILIATION AS AT 31/08/20

Debit balance as per Cash Book

14,857.33

Less:-

Less:-

Outstanding Deposits

0.00

14,857.33

Plus:-

Unpresented Cheques

0.00

Credit balance as per Bank Statement 31/08/20

\$14,857.33

Signed :-

Date :-

1/09/2020

PROJECT	< 3 Months	> 3 Months	Total
Airconditioner - Starters Box	1,000.00		1,000.00
Timekeeper's Box	6,000.00	{	6,000.00
Horses Sandbox	1	3,000.00	3,000.00
Computer/Printer	1,745.00	2,000.00	3,745.00
Total Estimated Cost	\$8,745.00	\$5,000.00	\$13,745.00

MEMORIAL OVAL MANAGEMENT COMMITTEE

FINANCIAL REPORT - SEPTEMBER 2020

Cash Book balance 01/09/20

14,857.33

Plus:- Income for September

2,760.00

Oval Hire

ESA Productions (RFDS) Central Football Club Burke Ward Public School 1,409.09 909.09 190.91

Other Income

G.S.T. Received

250.91

17,617.33 1,058.68

Less:- Expenditure for September

Caretaker's allowance Grounds maintenance and repairs Secretary/Treasurer honorarium G.S.T. Paid 480.00 440.61 100.00 38.07

Cash Book balance 30/09/20

\$16,558.65

BANK RECONCILIATION AS AT 30/09/20

Debit balance as per Cash Book

16,558.65

Less:-

Outstanding Deposits

0.00

16,558.65

Plus:-

Unpresented Cheques

0.00

Credit balance as per Bank Statement 30/09/20

\$16,558.65

Signed :-

Date :-

2/10/2020

PROJECT	< 3 Months	> 3 Months	Total
Airconditioner - Starters Box Timekeeper's Box Horses Sandbox Computer/Printer	1,000.00 1,745.00	6,000.00 3,000.00	1,000.00 6,000.00 3,000.00 1,745.00
Total Estimated Cost	\$2,745.00	\$9,000.00	\$11,745.00

MEMORIAL OVAL	. MANAGEMENT	COMMITTEE

FINANCIAL REPORT - OCTOBER 2020

Cash Book balance 01/10/20

16,558.65

Plus:-Income for October

5,038.00

Oval Hire NSW Rugby League B.H. FM Association (2DRY-FM) B. H. High School Sacred Heart Parish Primary School

2,290.92 1,969.09 190.91 129.09

Other Income G.S.T. Received

457.99 21,596.65

Expenditure for October Less:-

7,743.16

Caretaker's allowance Grounds maintenance and repairs Secretary/Treasurer honorarium Electricity Gas Net GST 7/20-9/20

509.53 100.00 5,780.08 93.50 21.72

638.33

600.00

G.S.T. Paid

\$13,853.49

BANK RECONCILIATION AS AT 31/10/20

Debit balance as per Cash Book

Cash Book balance 31/10/20

13,853.49

Less:-

Outstanding Deposits

0.00 13,853.49

Plus:-

Unpresented Cheques

141.72

437113 B.H.C.C. 437118 B. McIntosh

21.72 120.00

Credit balance as per Bank Statement 31/10/20

\$13,995.21

Signed :-

Date :-

2/11/2020

PROJECT	< 3 Months	> 3 Months	Total
Airconditioner - Starters Box Timekeeper's Box Horses Sandbox	1,000.00	6,000.00 3,000.00	1,000.00 6,000.00 3,000.00
Computer/Printer	1,745.00		1,745.00
Total Estimated Cost	\$2,745.00	\$9,000.00	\$11,745.00

MEMORIAL OVAL MANAGEMENT COMMITTEE

FINANCIAL REPORT - NOVEMBER 2020

Cash Book balance 01/11/20

13,853.49

Plus:-

Income for November

142.00

Oval Hire Broken Hill Public School

129.09

12.91

Other Income G.S.T. Received

13,995.49

Expenditure for November Less:-

2,978.79

Caretaker's allowance Grounds maintenance and repairs Secretary/Treasurer honorarium Capital - Computer/Printer

480.00 616.91 100.00 1,586.36 195.52

G.S.T. Paid

Cash Book balance 30/11/20

\$11,016.70

BANK RECONCILIATION AS AT 30/11/20

Debit balance as per Cash Book

11,016.70

Less:-

Outstanding Deposits

0.00 11,016.70

Plus:-

Unpresented Cheques

0.00

Credit balance as per Bank Statement 30/11/20

\$11,016.70

Signed :-

Date :-

2/12/2020

PROJECT	< 3 Months	> 3 Months	Total
Airconditioner - Starters Box Timekeeper's Box Horses Sandbox	1,000.00	6,000.00 3,000.00	1,000.00 6,000.00 3,000.00
Total Estimated Cost	\$1,000.00	\$9,000.00	\$10,000.00

		LACESTERIT	COLUMNITYEE
MEMORIAL	OVAL WAN	AGEMENT	COMMITTEE

FINANCIAL REPORT - DECEMBER 2020

Cash Book balance 01/12/20

11,016.70

Plus:- Income for December

7,329.36

Oval Hire Monster Grill Catering Pty Ltd

2,825.79

Other Income B.H.C.C.- Maintenance Grant

4,221.00 282.57

G.S.T. Received

18,346.06

Less:- Expenditure for December

1,787.17

Caretaker's allowance Grounds maintenance and repairs Secretary/Treasurer honorarium Postage Sundow/Mas Drinks 600.00 546.06 100.00 100.00 160.46

Sundry-Xmas Drinks Sundry-Gift Voucher-Treasurer G.S.T. Paid

200.00 80.65

Cash Book balance 31/12/20

\$16,558.89

BANK RECONCILIATION AS AT 31/12/20

Debit balance as per Cash Book

16,558.89

16,558.89 50.00

Less:-

Outstanding Deposits

0.00

Plus:-

Unpresented Cheques

437133 J.Whitehair

-

Credit balance as per Bank Statement 31/12/20

\$16,608.89

Signed :-

Date :-

6/01/2021

50.00

PROJECT	< 3 Months	> 3 Months	Total
Airconditioner - Starters Box Timekeeper's Box Horses Sandbox	1,000.00	6,000.00 3,000.00	1,000.00 6,000.00 3,000.00
Total Estimated Cost	\$1,000.00	\$9,000.00	\$10,000.00

MEMORIA	AM IAVO I	NAGEMENT	COMMITTEE

FINANCIAL REPORT - JANUARY 2021

Cash Book balance 01/01/21

16,558.89

Plus:- Income for January

135.33

Oval Hire

Other Income

B.H.C.C.-G.S.T refund G.S.T. Received 135.33

16,694.22

Less:- Expenditure for January

2,626.35

Caretaker's allowance Grounds maintenance and repairs Secretary/Treasurer honorarium 480.00 2,042.14

G.S.T. Paid

104.21

Cash Book balance 31/01/21

\$14,067.87

BANK RECONCILIATION AS AT 31/01/21

Debit balance as per Cash Book

14,067.87

Less:-

Outstanding Deposits

0.00

.

14,067.87 440.00

Plus:-

Unpresented Cheques

437147 P. Stenhouse

Credit balance as per Bank Statement 31/01/21

\$14,507.87

Signed :-

Date :-

1/02/2021

440.00

PROJECT	< 3 Months	> 3 Months	Total
Airconditioner - Starters Box Timekeeper's Box Horses Sandbox	1,000.00	6,000.00 3,000.00	1,000.00 6,000.00 3,000.00
Total Estimated Cost	\$1,000.00	\$9,000.00	\$10,000.00

MEMORIAL OVAL MANAGEMENT COMMITTEE

FINANCIAL REPORT - FEBRUARY 2021

Cash Book balance 01/02/21

14,067.87

Plus:-

Income for February

0.00

Oval Hire

Other Income

G.S.T. Received

14,067.87

Less:- Expenditure for February

1,701.55

Caretaker's allowance Grounds maintenance and repairs 480.00 894.29

Secretary/Treasurer honorarium
Postage

123.64

Gas

93.50

G.S.T. Paid

110.12

Cash Book balance 28/02/21

\$12,366.32

BANK RECONCILIATION AS AT 28/02/21

Debit balance as per Cash Book

12,366.32

Less:-

Outstanding Deposits

0.00

12,366.32

Plus:-

Unpresented Cheques

0.00

Credit balance as per Bank Statement 28/02/21

\$12,366.32

Signed :Date :-

1/03/2021

PROJECT	< 3 Months	> 3 Months	Total
Airconditioner - Starters Box Timekeeper's Box Horses Sandbox	1,000.00	6,000.00 3,000.00	1,000.00 6,000.00 3,000.00
Total Estimated Cost	\$1,000.00	\$9,000.00	\$10,000.00

	MEMORIAL OVAL MAN	AGEMENT COMMI	TTEE		
	FINANCIAL REPORT	- MARCH 2021			
Cash E	look balance 01/03/21				12,366.32
Plus:-	Income for March				5,443.40
	Oval Hire Broken Hill Harness Racing Club			4,948.54	
	Other Income G.S.T. Received			494.86	47,000,72
Less:-	Expenditure for March				17,809.72 1,450.62
	Caretaker's allowance Grounds maintenance and repairs Secretary/Treasurer honorarium G.S.T. Paid			720.00 664.20 66.42	
Cash B	ook balance 31/03/21			[\$16,359.10
D-LO-	BANK RECONCILIATION	AS AT 31/03/21			
Debit b	alance as per Cash Book				16,359.10
Less:-	alance as per Cash Book Outstanding Deposits				0.00
Less:-	Outstanding Deposits			 	0.00 16,359.10
Less:-	Outstanding Deposits Unpresented Cheques	Signed :-		 - -	0.00 16,359.10 0.00
Less:-	Outstanding Deposits Unpresented Cheques	Signed :- Date :-	1/04/	- - - 2021	0.00 16,359.10 0.00
Less:-	Outstanding Deposits Unpresented Cheques	Date :-		2021	0.00 16,359.10 0.00
Less:-	Outstanding Deposits Unpresented Cheques palance as per Bank Statement 31/03/21	Date :-		2021 Total	0.00 16,359.10 0.00
Less:-	Outstanding Deposits Unpresented Cheques palance as per Bank Statement 31/03/21 FORCASTED PROJECT EX	Date :-	IMATED)		0.00 16,359.10 0.00

MEMORIAL	OVAL	MANAGEMENT	COMMITTEE

FINANCIAL REPORT - APRIL 2021

Cash Book balance 01/04/21

16,359.10

Plus:-

Income for April

6,989.99

Oval Hire

Broken Hill Harness Racing Club

6,354.51

Other Income G.S.T. Received

635.48

23,349.09

Less:- Expenditure for April

2,308.66

Caretaker's allowance Grounds maintenance and repairs Secretary/Treasurer honorarium Electricity Gas

751.24 50.00 683.82 291.00

360.00

G.S.T. Paid

172.60

Cash Book balance 30/04/21

\$21,040.43

BANK RECONCILIATION AS AT 30/04/21

Debit balance as per Cash Book

21,040.43

Less:-

Outstanding Deposits

0.00 21,040.43

1430.12

Plus:-

Unpresented Cheques

41.18

437173 Globe Home Timber & Hardwar 437174 Supaturf Aust. 437175 Eve-Lyn Kennedy 437177 Origin Energy

586.74 50.00 752.20

Credit balance as per Bank Statement 30/04/21

\$22,470.55

Signed :-

Date :-

3/05/2021

PROJECT	< 3 Months	> 3 Months	Total
Airconditioner - Starters Box Timekeeper's Box Horses Sandbox	1,000.00	6,000.00 3,000.00	1,000.00 6,000.00 3,000.00
Total Estimated Cost	\$1,000.00	\$9,000.00	\$10,000.00

MEMORIAL OVAL MANAGEMENT COMMITTEE

FINANCIAL REPORT - MAY 2021

Cash Book balance 01/05/21

21,040.43

Plus:- Income for May

1,496.00

Oval Hire

Broken Hill Harness Racing Club Sacred Heart Parish Primary School 1,230.91 129.09

136.00

Other Income G.S.T. Received

22,536.43

1,092.81

Expenditure for May

480.00

Caretaker's allowance Grounds maintenance and repairs Secretary/Treasurer honorarium

507.10

Audit Fee G.S.T. Paid 55.00 50.71

Cash Book balance 31/05/21

\$21,443.62

BANK RECONCILIATION AS AT 31/05/21

Debit balance as per Cash Book

21,443.62

Less:-

Less:-

Outstanding Deposits

0.00 21,443.62 530.78

Plus:-

Unpresented Cheques

50.00

437175 Eve-Lyn Kennedy 437181 R. Barrett

55.00

437185 P. & K. Ruhs Auto

425.78

Credit balance as per Bank Statement 31/05/21

\$21,974.40

Signed :-

Date :-

1/06/2021

PROJECT	< 3 Months	> 3 Months	Total
Airconditioner - Starters Box Timekeeper's Box Horses Sandbox	1,000.00	6,000.00 3,000.00	1,000.00 6,000.00 3,000.00
Total Estimated Cost	\$1,000.00	\$9,000.00	\$10,000.00

MEMORIAL OVAL MANAGEMENT COMMITTEE

FINANCIAL REPORT - JUNE 2021

Cash Book balance 01/06/21

21,443.62

Plus:-Income for June 6,509.00

Oval Hire

Broken Hill Harness Racing Club Central Footbal Club Broken Hill Public School

305.46 1,454.55 320.00

Other Income

B.H.C.C. Maintenance Grant

4,221.00 207.99

G.S.T. Received

27,952.62

Expenditure for June Less:-

2,408.75

Caretaker's allowance Grounds maintenance and repairs Secretary/Treasurer honorarium

480.00 1,882.99

G.S.T. Paid

45.76

Cash Book balance 30/06/21

\$25,543.87

BANK RECONCILIATION AS AT 30/06/21

Debit balance as per Cash Book

25,543.87

Less:-

Outstanding Deposits

0.00

Plus:-

Unpresented Cheques

25,543.87 603.58

437175 Eve-Lyn Kennedy 50.00 437181 R. Barrett 55.00 437191 P. & K. Ruhs Auto 437193 St. JohnsAmbulance Aust.

198.58 300.00

Credit balance as per Bank Statement 30/06/21

\$26,147.45

Signed :-

Date :-

2/07/2021

PROJECT	< 3 Months	> 3 Months	Total
Airconditioner - Starters Box Timekeeper's Box Horses Sandbox	1,000.00	6,000.00 3,000.00	1,000.00 6,000.00 3,000.00
Total Estimated Cost	\$1,000.00	\$9,000.00	\$10,000.00

SECTION 355 COMMITTEE

355 committee term report

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au
If insufficient room please supply additional attachments.

Name of Committee:	Memorine over community Committee
Term Report Period:	July 201 June D. 1 Plyens
TERM REPORT	
TERWINEFORT	
The Committee – provide an overview of the responsibilities of the Committee	To keep avail in good standard for BITCC and commonty Have clagger the Bug much in non good.
Activities / Projects / Achievements / Highlights	not alot down for and word 19
Ongoing Issues	Have hail, G/Stand Need new Time Box. Mening and when wet humming sportle
Please provide further relevant information:	Hand to have meetings with cours -19
PRIVACY STATEMENT	onal information in accordance with the Privacy and Personal Information Protection Act 1998.
The purpose for collecting you a \$355 Committee. The intended recipients of the agents contracted by Council. will be removed from all applic The supply of the information to process your application. You may make application for	r personal information is to obtain and record contact details and to assess your suitability for appointment of personal information collected includes Council officers, S355 Committee members, and contractors or oth If appointed to a committee, your name and contact details will not be made public on Council's website an ations and reports in Council's Business Papers. If you cannot provide or do not wish to provide the information sought, Council may not be able access or amendment to information held by Council. Council will consider any such application in irries concerning this matter can be directed to the Public Officer council@brokenhill.nsw.gov.au or address
Signature	Date:
Printed Name	Pen Steer 24/6/21 Mocc
	1

S355 COMMITTEE - 2020-2021 ANNUAL AND FINANCIAL REPORTS

Attachment 5 2016-2021 - End of Term Report -Memorial Oval Community Committee

Position	Lay Steer	Mocc	CHAMAM AN

BROKEN HILL

355 committee annual report

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au
If insufficient room please supply additional attachments.

	PICTON .	SPOR	TS GROWI	VIS MA	ANAGE	NENTI COMM, TH
Annual Report Period:	2020 -	-2	021			
ANNUAL REPORT					No quo	um, meeting
	Date of Meetin	ng 	Meeting conducted		not helc	
Number of meetings	At Merin Dur		SACROD HEN	- Seper L		·
conducted and dates of meetings	To Covin 19 A	lezo By	PHONE *			
of meenings	21.6.21		YE			
	12. Tuc	, 21	Yes			
	Member Name	Date	Date	Date	e	Date
	N. Amaria	ByF	HONE	21.	6.21	127.21
	TRYNNE	1	1 ()		6.21	127.21
2. Attendance by	PAIM C	y 1.		2/.	6.21	12.7.21
Members	CHOANS	1	10	21.	6-21	12.7.21
	Branco Gerce	11	()	21.	6.26	1.7.21 .
	·	1	COURT OF THE PARTY			- Auto-
	•		5 Commen			

4. Ongoing Issues

CHES BEWER ANTH THE DOGGY BASS IT MICH BIN

All SHOOL ATALINE CHRIVAL COMPLETED'S
ANDER NSW PUBLIC HEATTH CROOPE
THIGH USAGE OF OVAL YEAR ROBER PICTON
ONAL CALENDAR.

AUSTRALIJANS BURSTI HERITIAGE LISTER GLIV

Privacy statement Privacy statement Council is collecting your personal info The purpose for collecting your personal pointment to a \$355 Committee. The intended recipients of the personacontractors or other agents contracte made public on Council's website and The supply of the information is volunte not be able to process your application for access in accordance with the Act. Enquiries	please May Mot New Two Cow ONAL.
Please provide further elevant information: PRIVACY STATEMENT Council is collecting your personal information: Privacy Statement Council is collecting your personal information in the purpose for collecting your personal population of the personal contractors or other agents contracted in the supply of the information is volunt to supply of the information is volunt to be able to process your application of voluntation in accordance with the Act. Enquiries	
RIVACY STATEMENT Council Is collecting your personal information: RIVACY STATEMENT Council Is collecting your personal informed purpose for collecting your personal proposition and proposition on the purpose for collecting your personal proposition or contractors or other agents contracted public on Council's website and the supply of the information is volunted to be able to process your application of the able to process your application for access a accordance with the Act. Enquiries	
RIVACY STATEMENT Council is collecting your personal information: RIVACY STATEMENT Council is collecting your personal information in purpose for collecting your personal pointment to a \$355 Committee, the intended recipients of the personal contractors or other agents contracted public on Council's website and the supply of the information is volunt of be able to process your application ou may make application for access a accordance with the Act. Enquiries	
RIVACY STATEMENT Council is collecting your personal information: RIVACY STATEMENT Council is collecting your personal information in the purpose for collecting your personal pointment to a \$355 Committee, no intended recipients of the personal contractors or other agents contracted ade public on Council's website and the supply of the information is voluntiated to a council or access to accordance with the Act. Enquiries	TACHOP
RIVACY STATEMENT Council is collecting your personal information: RIVACY STATEMENT Council is collecting your personal information to a \$355 Committee, are purpose for collecting your personal period of the personal contractors or other agents contracted adde public on Council's website and the supply of the information is volunt of be able to process your application ou may make application for access a accordance with the Act. Enquiries	TAethor
RIVACY STATEMENT ouncil is collecting your personal information: ne purpose for collecting your person ppointment to a \$355 Committee, ne intended recipients of the person ontractors or other agents contracte hade public on Council's website and ne supply of the information is volunt ot be able to process your applicatio ou may make application for access accordance with the Act. Enquiries	THOUS
RIVACY STATEMENT ouncil is collecting your personal information: ne purpose for collecting your person ppointment to a \$355 Committee, ne intended recipients of the person ontractors or other agents contracte hade public on Council's website and ne supply of the information is volunt ot be able to process your applicatio ou may make application for access accordance with the Act. Enquiries	
RIVACY STATEMENT council is collecting your personal information: the purpose for collecting your personal pointment to a \$355 Committee, the intended recipients of the personal pointments or other agents contracted ade public on Council's website and the supply of the information is voluntated by the personal pointment of the personal pointment of the personal pointment of the process your application to may make application for access accordance with the Act, Enquiries	
council is collecting your personal info e purpose for collecting your person oppointment to a \$355 Committee, in eintended recipients of the personal ontractors or other agents contracte ade public on Council's website and its supply of the information is volunt of the able to process your application our may make application for access accordance with the Act, Enquiries	
ouncil is collecting your personal info ne purpose for collecting your person ppointment to a \$355 Committee, in the intended recipients of the person contractors or other agents contracte nade public on Council's website and the supply of the information is volunt to be able to process your application to umay make application for access accordance with the Act. Enquiries	
	ormation in accordance with the Privacy and Personal Information Protection Act 1998. In all information is to obtain and record contact details and to assess your suitability for all information collected includes Council officers, \$355 Committee members, and all by Council. If appointed to a committee, your name and contact details will not be a dwill be removed from all applications and reports in Council's Business Papers. any. If you cannot provide or do not wish to provide the information sought, Council may on. If you cannot provide the information sought, Council may on. If you cannot provide the information formation held by Council. Council will consider any such application concerning this matter can be directed to the Public Officer tressed to Broken Hill City 240 Blende Street.
gnature	Date: /2.7.2,
inted Name	se Homaigur
Position / Va	DESIDERY / TRASSIER

(Appointed under Section 355 Local Government Act, 1993)

12 MONTHS TO 11th July, 2021

MEMO TO:

BROKEN HILL CITY COUNCIL

ATTENTION: FINANCIAL ACCOUNTANT

FROM:

NOEL HANNIGAN

Please find attached an unaudited copy of the books of the Picton Oval Committee, as prepared by me, outlining the committees activities for the year ended 11th July, 2021.

11/7/2021

Association Funds:

Cash at Bank:

\$18,854.32

Term Deposit

\$26,155.33 as 31 June 2021

Muturing at 14/8/2021

Total

\$45,009.65

(Appointed under Section 355 Local Government Act, 1993)

BANK RECONCILIATION FOR YEAR ENDED 11/06 / 2021

Bank Balance as per Cashbook at 12 / 05 / 2020 \$21,134.58

Plus Receipts \$7,044.00

Less Payments total \$9,324.26

Bank Balance as per Cashbook at 11 / 4/ 2021 \$18,854.32

Add Back credit interest

Add Back Cancelled Cheque: 0

Take Off cashed chq

Bank Statement as at 11 /7/ 2021: \$18,854.32

TREASURERS REPORT - Meeting 11/6/2021

(Appointed under Section 355 Local Government Act, 1993)

RECEIPTS - Y

Rec.No	Date	Name	Grants	Bank Int.	Donations	OvalHire	Insurance	Transfers fr Investment	GST Refund	TOTAL incl GST
	17-Dec-20	Broken Hill City Council	\$3,522.00							\$3,522.0
	24/6/21	Broken Hill City Council	\$3,522.00							\$3,522.0
		Commonwealth Bank								
		Commonwealth Bank								
							\$0.00	\$0.00	\$0.00	\$7,044.0

(Appointed under Section 355 Local Government Act, 1993)

PAYMENTS - Year Ended 30 June, 2020

			118	118	118	1181	1180	117	113	113	1176	117	11	11:	11:	11:		Cheq.No
			1184 21/5/21	1183 29/4/21	1182 29/4/21			1179 29/1/21	1178 14/1/21	1177 14/1/21	1	1175 25/10/20	1174 13/10/20	1173 13/10/20	1172 13/10/20	1171 23/7/20		Date
		Commonwealth Bank	P Adams (washers/toilet)	Origin Energy	P Adams (petrol)	03-Feb-21 P Adams (petrol)	03-Feb-21 Broken Hill Hire new mover	Broken Hill Suppliies	7 Day spairs	Origin Energy	12-Nov-20 Broken Hill Hire repairs	P Adams (petrol)	Silver city motocycles	Origin Energy	Broken Hill Suppliies	Origin Energy		Name
\$769.51				\$196.73						\$208.50				\$193.05		\$171.23		Electricity
\$504.42										•	\$504.42			•		•		Oval Mtce.
\$241.15			\$16.00		\$54.39	\$48.82			\$12.95		*	\$68.99	\$40.00					Sundries
\$0.00									•			•	•					Bank Char.
\$0.00																		Insurance
\$7,809.18							\$6,580.20	\$184.80							\$1,044.18			Equip.
\$0.00							•	•							*		Wages	Oval Mtce.
\$0.00																		Donation
\$9,324.26			\$16.00	\$196.73	\$54.39	\$48.82	\$6,580.20	\$184.80	\$12.95	\$208.50	\$504.42	\$68.99	\$40.00	\$193.05	\$1,044.18	\$171.23	incl GST	TOTAL



355 COMMITTEE ANNUAL REPORT

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au

Name of Committ	lee: Noan	n FOX SAPATING	Compley	
Annual Report pe	riod: 187 J	n FOX SPORTING	and Tous a	
SECTION 2 - ANNU	AL REPORT	And the Principle of	2014 20102 20	
Number of meetings conducted	Date of Meeting	Meeting conducted	No quorum, meeting no held	
and dates of meetings	29-9-202	P. ANNUAL GENERAL	4	
	23 - 3- 202	1. PROJECT LEDAR		
			A - Se	
	1.			

D17/43372 - S355 Annual Report

Page 1 of 4

Date Date Date Date Date Date Date Date Date Date 2. Attendance by Members Date Member name

D17/43372 - S3SS Annual Report

3. Activities/Projects/ Achievements	OVAL VERED FOR B GARDE.
4. Ongoing issues	PHYLING SURFACE NOOS MASOR MASOR - CRICIAR WICKERS IN STATE OF DISKERNIR
5. Completed Mointenance	PETER Mª DONALD HAS DONE A. GAENT TOB AS GARMONMAN, OUTER SURROUNDS OF DURE MID CHANGINGS AMEN ARE THE TIDIEST THAT THEY HAVE BEEN IN YEARS
	AS PER ATTACHED
1	NEED SEVE OF QUE PROJECT. WORKS HIND OF WITHOUT IMPORTANCE. IS THE TIMETABLE FOR STANTING. BUD COMPRETION OF THE PROJECT. BUICKET LOTSEE NEED TO BE HOUSE

D17/433/2 - \$355 Annual Report

Page 3 at 4

SECTION 3 - PRIVACY STATEMENT

Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.

The purpose for collecting your personal Information is to obtain and record details of \$355 Committees.

The Intended recipients of the personal information collected includes Council officers, \$355 Committee members or other agents contracted by Council. If necessary for reporting purposes, your name and contact details may be made publicly available via Council's Business Papers and on Council's website.

The supply of your personal information is voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.

You may make an application for access or amendment to information held by Council. Council will consider any such application in accordance with the Act. Enquiries concerning this matter can be directed to the Public Officer by email council@brokenhill.nsw.gov.gu or addressed to Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Your information will be collected and stored by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

SECTION 4 - DECLARATION		ALCOHOL: THE REAL PROPERTY AND ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS OF THE PERTY ADDRESS		
Signature;			Date:	18/7/2021.
Printed Name:	DETEN	Jonn 57		10/1/2001.
Position:	HAIRMAN			

D17/43372 - S355 Annual Report

8:32 PM 14/07/21 Accrual Basis

Norm Fox Sports Complex Balance Sheet As of June 30, 2021

	Jun 30, 21
ASSETS Current Assets Chequing/Savings Commonwealth Bank Account	3,508.31
Total Chequing/Savings	3,508.31
Total Current Assets	3,508.31
Fixed Assets Buildings	46,097.00
NCA Plant and Equipment	56,131.66
Total Fixed Assets	102,228.66
TOTAL ASSETS	105,736.97
LIABILITIES Current Liabilities Other Current Liabilities Goods and Services Tax	-170.09
Total Other Current Liabilities	-170.09
Total Current Liabilities	-170.09
TOTAL LIABILITIES	-170.09
NET ASSETS	105,907.06
EQUITY Retained Earnings Net Income	106,695.31 -788.25
TOTAL EQUITY	105,907.06

8:31 PM 14/07/21 Accrual Basis

Norm Fox Sports Complex Profit & Loss

July 2020 through June 2021

	Jul *20 - Jun 21
Ordinary Income/Expense Income Council Grant Oval Rental	5,830.00 720.00
Total Income	6,550.00
Gross Profit	6,550.00
Expense Consumables Electricity Key Cuttling Telephone	659.71 6,414.90 13.64 250.00
Total Expense	7,338.25
Net Ordinary Income	-788.25
Net Income	-788.25



355 COMMITTEE ANNUAL REPORT

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au

SECTION 1 – SECTION 355 COMMITTEE

Name of Committee: RIDDIFORD ARBORETUM MANAGEMENT COMMITTEE

Annual Report period: JULY 2020-SEPTEMBER 2021

SECTION 2 – ANNUAL REPORT

 Number of meetings conducted and dates of meetings

Date of Meeting	Meeting conducted	No quorum, meeting not held
04/07/2020	YES	
01/08/2020	YES	
05/09/2020	YES	
03/10/2020	YES	
07/11/2020	YES	
05/12/2020	YES	
06/02/2021	YES	
06/03/2021	NO	
27/03/2021	YES	
1/05/2021	YES	
05/06/2021	YES	
03/07/2021	YES	

D17/43372 - \$355 Annual Report

Page 1 of 4

2. Attendance by Members

Andrew Smith Alison Sutton Lindy Molesworth Marion Browne Member name James Bourne Wayne Lovis Date 04/07/2020 04/07/20: 04/07/20: 04/07/20: 04/07/20: 01/08/2020 1/08/2020 1/08/2020 1/08/2020 1/08/2020 Date 05/09/2020 05/09/2020 05/09/2020 05/09/2020 Date 3/10/2020 3/10/2020 3/10/2020 Date 7/11/2020 7/11/2020 7/11/2020 07/11/2020 Date Date 06/02/202 06/02/202 06/02/202 06/02/202 27/03/202 27/03/202 27/03/202 27/03/202 01/05/202 01/05/202 01/05/202 01/05/202 01/05/202 Date 05/06/202 05/06/202 05/06/202 05/06/202 05/06/202 03/07/202 03/07/202 03/07/202 03/07/202 03/07/202 7/08/202 7/08/202 7/08/202

3.	Activities/Projects/ Achievements	installation of new furniture and bin containers. Commencemof new plant map. Preparation of new brochures. Simplified plant map. Planting completed around sculptures. installation of water bubbler. Considertion of plants for plant stands. Discussion about the possibil; ity of holding an annual Wattle Day celebration at the Arboretum (deferred bedcause of Covid restrictions and the Local governm, ent elections. Dsicussions re roundabout.
4.	Ongoing Issues	Constant surveillance of watering system to detect leaks and blockages.
5.	Completed Maintenance	furniture and bin containers installed. Extensive weeding carried out.
		Assist in finding best locations for seats and tables and rubbish bins. Contuing frequent weeding and clearing. Assisting Robbie Rowlands with sculpture project. Meeting with council's engineering staff to discuss implications of intersection reconstruction
6.	Financial Report	N/A
	ase detail any other evant information:	
	D17/43372 - \$355 Annu	ral Report Page 3 of 4

SECTION 3 - PRIVACY STATEMENT

Council is collecting your personal information in accordance with the *Privacy and Personal Information Protection Act 1998.*

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The intended recipients of the personal information collected includes Council officers, \$355 Committee members or other agents contracted by Council. If necessary for reporting purposes, your name and contact details may be made publicly available via Council's Business Papers and on Council's website.

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Your information will be collected and stored by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

SECTION 4 - DECI	LARATION			
Signature:		Date:	10/08/2021	
Printed Name:	MARION BROWNE			
Position:	SECRETARY			

D17/43372 - \$355 Annual Report



355 committee term report

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au If insufficient room please supply additional attachments.

SECTION 355 COMM	ITTEE
Name of Committee:	RIDDIFORD ARBORETUM MANAGEMENT COMMITTEEE
Term Report Period:	JULY 2020-SEPTEMBER 2021
TERM REPORT	
The Committee – provide an overvie of the responsibilitie the Committee	
2. Activities / Projects Achievements / Highlights	Continuing removal of excessive growth of plants such as saltbush. Cooperation with, and assistance to sculptor Robbie Rowlands during the construction of the Arboretum sculptures. Plan for placement of new furniture and recommend design for this furniture and for new bubbler. Design and arrange for manufacture of new plant labels
3. Ongoing Issues	Monitoring and providing advice on operation of watering system so as to prevent excessive growth of weeds or drying out of other areas of the artboretum.
Please provide further relevant information:	
PRIVACY STATEMENT	
Council is collecting your The purpose for collecting appointment to a \$355 C. The intended recipients o contractors or other ager made public on Council' The supply of the informa not be able to process yo You may make application accordance with the A	personal information in accordance with the Privacy and Personal Information Protection Act 1998. g your personal information is to obtain and record contact details and to assess your suitability for ommittee. if the personal information collected includes Council officers, \$355 Committee members, and his contracted by Council. If appointed to a committee, your name and contact details will not be s website and will be removed from all applications and reports in Council's Business Papers. tion is voluntary. If you cannot provide or do not wish to provide the information sought, Council may
Signature	Date: 10/08/2021
Printed Name	MARION BROWNE
Position	Secretary

AUSTRALIA'S FIRST HERITAGE LISTED CITY



355 COMMITTEE ANNUAL REPORT

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au

SECTION 1 – SECTION 355 COMMITTEE

Name of Committee:

Friends of the Flora and Fauna of the Barrier Ranges Community Committee

Annual Report period: 2020/2021

SECTION 2 – ANNUAL REPORT

 Number of meetings conducted and dates of meetings

Date of Meeting	Meeting conducted	No quorum, meeting not held
21 July 2020		Cancelled due to Covid-19
18 August 2020		Cancelled due to Covid-19
15 September 2020		Cancelled due to Covid-19
19 October 2020		Cancelled due to Covid-19
17 November 2020	Yes	
16 February 2021	Yes	-
16 March 2021		No quorum – Meeting Cancelled
20 April 2021	Yes	
18 May 2021	Yes	
15 June 2021	Yes	

D17/43372 - S355 Annual Report

Page 1 of 4

2. Attendance by Members

Member name	17/11/2020	16/02/2021	16/03/2021	20/04/2021	18/05/2021	15/06/2021
Alison Gardner						
Ann Evers	Yes	Yes			Yes	
Darrell Ford	Yes	Yes	Yes	Yes	Yes	Yes
David Spielvogel						Yes
Dean Fletcher	1 1013 1 1148	Yes	. 8.0	Yes	Yes	on vide ide
Emily Scott	Yes	Yes				
Evan Scott	Yes	Yes				
Gaylene Ford	Yes	Yes	Yes	Yes	Yes	Yes
Geoffrey Hoare		Yes	~ · · · · · · · · · · · · · · · · · · ·	Yes		Yes
Jamie Scott		- 1				
Jeff Crase	Yes			Yes		Yes
Jill Spielvogel						Yes
John Rogers	Yes	Yes	Yes	Yes		Yes
Kellie Scott	Yes	Yes	(9)	Yes	Yes	Yes
Lyn Campigli						
Clr Marion Browne		Yes	Yes		,	Yes
Merran Coombe	Yes			Yes		Yes
Michael Ford			-			
Nevada Ford						
Nicholas King		Yes	Yes	Yes	Yes	Yes
Paul Reed	Yes					
Ray Allen						
Ronald Tumes						
Sue Spangler		Yes		Yes		Yes

D17/43372 - \$355 Annual Report

Page 3 of 4

S355 COMMITTEE - 2020-2021 ANNUAL AND FINANCIAL REPORTS

Attachment 12 2020-2021 - Annual Report - Friends of the Flora and Fauna of the Barrier Rangers Community Committee

3. Activities/Projects/ Achievements	Paths – Wheelchair access – ongoing. A new path being created at the campsite for wheelchair access. Adding new campsites – ongoing. Prickly Pear being sprayed over the next four weeks. A new insect has been introduced to control the Box Clove cactus. Flora and Fauna doing well in recent rains. Plenty of Film Crews are visiting. Two large School Tour Groups have visited. A conference was held at the Sculptures. Visitor and camping numbers are high.
4. Ongoing Issues	Committee stopped operating due to Covid-19 from July 2020 to October 2020.
5. Completed Maintenance	New BBQ Installed in picnic area for wheelchair access. Full sail and shelters installed around BBQ area. Driplines have been removed from campsites. New signage 'No Pets Allowed' has been installed throughout the park. Caravan Park trees have been trimmed.
6. Financial Report	Not applicable as works completed by this Committee are done in accordance with Council's Living Desert Budget.
Please detail any other relevant information:	
D17/43372 - \$355 Anni	ual Report Page 4 of 4

Attachment 12 2020-2021 - Annual Report - Friends of the Flora and Fauna of the Barrier Rangers Community Committee

SECTION 3 - PRIVACY STATEMENT

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SECTION 4 - DECLARATION				
Signature:			Date: 2 ~ 7 - 21	
Printed Name:	Darkell Ford			
Position:	Living Desert Ranger			

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355 COMMITTEE TERM REPORT

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au
If insufficient room please supply additional attachments.

SECTION 355 COMMITTEE

Name of Committee: _Friends of the Flora and Fauna of the Barrier Ranges Community Committee

Term Report Period: 2016-2021

TERM REPORT

The Committee –
 provide an overview
 of the responsibilities of
 the Committee

The Committee is responsible for working with the Living Desert Ranger to maintain the Living Desert Flora and Fauna Sanctuary, which has been established to protect local flora and fauna and create passive recreation opportunities for visitors.

Starview Primitive Campsite - Official Opening - 4 November 2017.

Albert Morris Regeneration Tour.

Film Night 'War of the Worlds'.

Cold set bitumen poured over crushed paths.

Electric Gate Installed at Campsite.

Coca Cola Salvation Function for the less fortunate hosted at the Sculptures.

Installation of BBQ in campsite.

Built brick garden at campsite.

Built tree bays in picnic area for during drought.

Assisted where necessary with Buckleys Film and Ballet Film Crews.

 Activities / Projects / Achievements / Highlights

Built walking track in south regeneration.

Wood chips around paths.

Pipe rails around section of the carpark.

New path being created at campsite for wheelchair access.

New BBQ installed in picnic area for wheelchair access.

Full sail and shelters installed around BBQ area.

Driplines removed from camp'site.

New Signage 'No Pets Allowed' has been installed throughout the park.

Caravan Park Trees have been trimmed.

Adding new campsites.

Flora and Fauna doing well after recent rains - 2021.

AUSTRALIA'S FIRST HERITAGE LISTED CITY

S355 COMMITTEE - 2020-2021 ANNUAL AND FINANCIAL REPORTS

Attachment 13 2016-2021 - End of Term Report -Friends of the Flora and Fauna of the Barrier Ranges Community Committee

Date: 27-7-21

	Plenty of Film Crews are visiting.
	School Tour Groups visiting.
	Visitor and camping numbers high.
	Committee stopped operating due to Covid-19 from July 2020 to October 2020. Covid is still causing issues with regard to meetings.
	Paths – Wheelchair access – ongoing.
3. Ongoing Issues	Prickly Pear being sprayed.
	A new insect has been introduced to control the Box Clove Cactus.
	Further weeding activities.
	out notareasignize : t re-c
Please provide further relevant information:	
PRIVACY STATEMENT	
Council is collecting your pe The purpose for collecting you appointment to a \$355 Com The intended recipients of the contractors or other agents made public on Council's w The supply of the information	ne personal information collected includes Council officers, \$355 Committee members, and contracted by Council. If appointed to a committee, your name and contact details will not be rebsite and will be removed from all applications and reports in Council's Business Papers. In is voluntary. If you cannot provide or do not wish to provide the information sought, Council may
	for access or amendment to information held by Council. Council will consider any such application. Enquiries concerning this matter can be directed to the Public Officer

AUSTRALIA'S FIRST HERITAGE LISTED CITY

Darrell Ford

Living Desert Ranger

Signature
Printed Name

Position



355 Committee Annual Report

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au

SECTION 1 – SECTION 355 COMMITTEE

Name of Committee: REGIONAL ART GALLERY ADVISORY COMMITTEE

Annual Report period: July 2020 - June 2021

1.	Number of meetings conducted and dates of meetin

SECTION 2 – ANNUAL REPORT								
Number of meetings conducted	Date of Meeting	Meeting conducted	No quorum, meeting not held					
and dates of meetin	15/7/2020	Yes	N/A					
meemi	11/11/2020	Yes	N/A					
	24/11/2020	Yes	N/A					
	10/3/2021	Yes	N/A					
	9/6/2021	Yes	N/A					

2. Attendance by Members

Member name	Date	Date	Date	Date	Date	Date	Date
	15/7/2020	11/11/202	24/11/202	10/3/2021	9/6/2021		
Councillor Maureen Clark	x	x	X	x	х		
Councillor Branko Licul	x	х	x	Apology	x		
Rick Ball	x	Apology	Apology	x	Apology		
Clark Barrett	x	x	x	х	Apology		
Andrew Gosling	Apology	X	Apology	x	x		
Eve-lyn Kennedy	x	Apology	Absent	Apology	x		
Prof Simon Molesworth	x	x	x	x	x		
Susanne Olsen	x	x	x	x	Apology		
Robyn Taylor	x	Apology	Apology	x	Resignatio		
Jenny Cattonar	x	x	x	x	×		
Justin Files	Apology	Absent	Absent	Absent	Resignatio		
					Jan .		

D17/43372 - \$355 Annual Report Page 2

- **3.** Activities/Projects/ Achievements Due to COVID19 restrictions, the May 18th meeting was held by email where all members of the Committee were approached for their availability to be a part of a selection panel to shortlist the 474 entries in the Pro Hart Outback Art Prize for 2020. Final three members to be selected by online voting if necessary.
- The Committee Chair thanked the Regional Art Gallery staff for their organisation and technology involved in the selection process at all stages. The 474 entries were shortlisted by the panel consisting of Gallery Manager Tara Callaghan, judge Susi Muddiman,OAM, Chair Councillor Maureen Clark, and community members Justin Files and Jenny Cattonar after individually viewing all entries online.
- · The opening of the PHOAP was held virtually and viewed by the public from the Gallery facebook page.
- Acquisitions of artworks by Ruby Davies(photograph), Clem Millward, (screenprints), and Gary Shead (prints, etchings)accepted by the Committee.
- Acquisition of works by Amanda Penrose Hart (Highly Commended entry in PHOAP 2020) and Eric Minchin (early work
 of historical significance).
- New acquisitions to be placed on public view in the Gallery window or viewed online.
- · Public Art Policy developed and adopted by Council.
- Meeting with Cred-Overton consultants to workshop ideas for a cultural plan for Broken Hill in the future.
- New works accessioned. 4 female NT Aboriginal artists: Gloria Petyarre, Minnie Pwerle, Makinti Napanangka, Kathleen Petvarre- all highly collectable works
- John Lindsay Gregory: From his collection following his death in 2017: 10 unframed, 7 framed in a variety of media, all
 digitised. The other works returned as per his family's request.
- The Chair, Maureen Clark, thanked Eileen Wright for digitising the art collection ready for internet viewing and thanked Tara Callaghan for her work as Gallery Manager over 5 years. Her last meeting before moving to Brisbane
- · Proposed exhibition of Archibald Prize works from July 9.
- The General Manager and Council staff informed the Committee of the closure of the Gallery from September 1 for renovations: New roof, floor replaced, walls replastered, new air conditioner, new humidifier
- Resignations in this period: Tracy Fraser, Robyn Taylor, Justin Files. They were thanked by the Chair for their work.

4. Ongoing Issues

• [Effect of COVID	19 on tourism	numbers and	Gallery openings	and social events.
-----	-----------------	---------------	-------------	------------------	--------------------

5. Completed Maintenance

6. Financial Report

The Committee doesn't handle money

SECTION 3 - PRIVACY STATEMENT

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Your information will be collected and stored by Broken Hill City Council, 240 Blende Street, Broken Hill D17/43372 - S355 Annual Report Page 3 of 4

NSW 2880.

SECTION 4 - DECLARATION							
Cian atura:	Maureen Clark	Date: 23/6/21					
Signature:	2021.06.23 23:38:32 +09'30'						
Printed Name:	Councillor Maureen Clark						
Position:	Chairperson						

D17/43372 - \$355 Annual Report



355 COMMITTEE ANNUAL REPORT

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au

SECTION 1 – SECTION 355 COMMITTEE

Name of Committee: Broken Hill Heritage Committee

Annual Report period: July 2020-June 2021

SECTION 2 - ANNUAL REPORT

 Number of meetings conducted and dates of meetings

Date of Meeting	Meeting conducted	No quorum, meeting not held
2 September 2020		No Quorum
14 September 2020	Yes	
19 October 2020	Yes	
18 January 2021	Yes	
25 February 2021	Yes	
25 March 2021	Yes	
27 May 2021	Yes	

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2. Attendance by Members

Member name	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date
	2/9/20	14/9/20	19/10/21	18/1/21	25/2/21	25/3/21	27/5/21					
Darriea Turley		Yes	Yes	Yes		Yes	Yes					
Christine Adams	Yes	Yes	Yes	Yes	Yes							
Marion Browne	Yes		Yes	Yes	Yes	Yes	Yes					
Maureen Clark	Yes			Yes	Yes							
Ron Page		Yes	Yes		Yes							
Susanne Olsen			Yes	Yes		Yes	Yes					
Simon Molesworth	Yes	Yes		Yes	Yes	Yes	Yes					
Paula Chancellor		Yes		yes								
Andrew Gosling												

D17/43372 - \$355 Annual Report Page 2 of 4

3.	Activities/Projects/ Achievements	Broken Hill Heritage Committee activites were greatly reduced during 2020. However, the main committee event went ahead at Easter 2021-Broken Hill Heritage Festival: Secrets and Scandals of a Mining Town was a 3 day event and activities were determined by COVID restrictions. Given those restrictions this event was a highly successful one and encourages the committee towards a bigger and more detailed event in 2022. Highlights of the festival included the Festival Dinner (held at the Old Brewery) at which the John Reid Heritage Awards for excellence in the heritage built environment and keepers of our city's history was acknoelsedged: margart McBryde and Steve Radford and The Broken Hill Historical Society were worthy recipients of these awards. Walk Tours and the
4.	Ongoing Issues	Future festivals will only be enhanced by a stronger partnertrship between local groups that preserve and promote the city's history.
5.	Completed Maintenance	n/a
6.	Financial Report	n/a
	ase detail any other evant information:	The National Heritage Values report prepared by Hertiage Advisor Paul Davies has been accepted by Council. This is a comprehensive report on the hertiage values of our city and will be an excellent reference to the committee for future decisons and actions.

D17/43372 - \$355 Annual Report

Page 3 of 4

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Your information will be collected and stored by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

SECTION 4 - DECLARATION								
Signature:		Date:	23 June 2021					
Printed Name:	Christine Adams							
Position:	Secretary							

D17/43372 - \$355 Annual Report



355 COMMITTEE TERM REPORT

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au
If insufficient room please supply additional attachments.

SECTION 355 COMMITTEE

Name of Committee: Broken Hill Hertiage Committee

Term Report Period: December 2016-June 2021

TERM REPORT

The Committee is responsible for identifying opportunities and Council community activities that will grow the City's brand as a national heritage City.

The Committee –
 provide an overview
 of the responsibilities of
 the Committee

The Committee will also provide advice and guidance, strategies and identification of challenges and opportunities for cultural planning and local identity including local and oral history which encourages a sense of belonging within the City of Broken Hill.

The most exciting project for the Heritage Committee has been the promoting and and supervising of our annual heritage ferstivals. Each year the event has increased in participation and oularity. Topics such as If Only Our Walls Could Speak; Mining Our Own Business and Secrets and Scandals of a Mining Town emphaisise the importance of our heritage-be it the built environment or our people. The John Reid Awards for Escellence in the contribution to our history has been awarded during the festivals. Overwhelingly the success of these festivals is the participation of the community.

2. Activities / Projects / Achievements / Highlights The committee has also liased with the CFMEU in this term to enable successful Miners' Memorial Day to take place.

The committee has worked and will continue to work with the city's heritage advisor in identifying projects and actions that will benefit the city.

The Annual Heritage Festivals wil only become more successful with more participation by the keeps of our city's history. More work is needed to encourage those groups to become more involved in future fetivals.

3. Ongoing Issues

AUSTRALIA'S FIRST HERITAGE LISTED CITY

Please provide further
relevant information:

The committee membership has been contant in the last five years which is an encouragement for the future. Our thanks to all those that have shared their thoughts and time during this period.

PRIVACY STATEMENT

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Signature	Date:
Printed Name	
Position	

AUSTRALIA'S FIRST HERITAGE LISTED CITY



355 COMMITTEE ANNUAL REPORT

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au

SECTION 1 – SECTION 355 COMMITTEE

Name of Committee:

Broken Hill Stragetic Plan Community Round Table

Annual Report period: 2020/2021

SECTION 2 - ANNUAL REPORT

1. Number of meetings conducted and dates of meetings

Date of Meeting	Meeting conducted	No quorum, meeting not held
No meetings held in 2020	due to COVID-19	
30 March 2021	Yes	
1		
	· · · · · · · · · · · · · · · · · · ·	

D17/43372 - S355 Annual Report

Page 1 of 4

S355 COMMITTEE - 2020-2021 ANNUAL AND FINANCIAL REPORTS

2. Attendance by Members

Member name	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date
Council Key Direction	21/3/2021											
Council Key Direction	21/3/2021											
Council Key Direction	21/3/2021								- E			
Council Key Direction	21/3/2021											
Barrier Police District	21/3/2021											
Department of Educ	Apology											
Broken Hill Aboriginal	Apology											
Regional Developme	21/3/2021											
Foundation Broken H	Apology							l l				
Broken Hill Communi [.]	21/3/2021											
NSW Primary Health 1	Apology											
Community Working	Apology											

Far West Health 21/3/2021 District

Aboriginal Affairs Apology

. Activities/Projects/ Achievements		
. Ongoing Issues		
. Completed		
Maintenance		
5. Financial Report		
_		
lease detail any other elevant information:		
_		
D17/43372 - \$355 Annual	Report Page 3 of 4	

SECTION 3 - PRIVACY STATEMENT

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SECTION 4 - DEC	CLARATION		
Signature:		Date:	1 July 2021
Printed Name:	Councillor Darriea Turley AM		
Position:	Mayor		



355 COMMITTEE TERM REPORT

Please complete this form as accurately as possible and return to council@brokenhill.nsw.gov.au If insufficient room please supply additional attachments.						
SECTION 355 COMMITTEE						
Name of Committee: Broken	of Committee: Broken Hill Community Strategic Plan Round Table					
Term Report Period: 2020 /	/ 2021					
TERM REPORT						
The Committee – provide an overview	The Community Strategic Plan Round Table Committee ("Round Table") is an advisory Committee of Council responsible for ensuring a collaborative approach to monitoring and reviewing the implementation of the Broken Hill Community Strategic Plan.					
Activities / Projects / Achievements / Highlights						
3. Ongoing Issues — Please provide further						
relevant information:						
The purpose for collecting your pe appointment to a \$355 Committee The intended recipients of the per contractors or other agents contra made public on Council's website The supply of the information is vol not be able to process your applic You may make application for acin accordance with the Act. Enqu	rsonal information collected includes Council officers, \$355 Committee members, and acted by Council. If appointed to a committee, your name and contact details will not be e and will be removed from all applications and reports in Council's Business Papers. Juntary. If you cannot provide or do not wish to provide the information sought, Council may					
Signature	Date: 1 July 2021					
Printed Name	Councillor Darriea Turley AM					
Position N	Лауог					

Ordinary Council 29 September 2021

ORDINARY MEETING OF THE COUNCIL

August 27, 2021

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 166/21

SUBJECT: MINUTES OF THE BROKEN HILL REGIONAL ART GALLERY

ADVISORY COMMITTEE MEETING HELD 4 AUGUST 2021 12/46

Recommendation

- 1. That Broken Hill City Council Report No. 166/21 dated August 27, 2021, be received.
- 2. That the minutes of the Broken Hill Regional Art Gallery Advisory Committee Meeting held 4 August 2021 be received.

Executive Summary:

Council has received minutes of the Broken Hill Regional Art Gallery Advisory Committee Meeting held 4 August 2021 for endorsement by Council.

Report:

As per Council's Section 355 Asset Committee Framework Manual and the Constitution of the Broken Hill Regional Art Gallery Advisory Committee (both adopted March 2017 and Amended September 2018), the Committee is required to provide Council with a copy of their meeting minutes following each Committee meeting.

Accordingly, the Broken Hill Regional Art Gallery Advisory Committee submitted minutes from its meeting held 4 August 2021 for Council's endorsement.

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:

Section 355 of the Local Government Act 1993.

The Broken Hill Regional Art Gallery Advisory Committee operates under Council's S355 Advisory Committee Framework which includes the Section 355 Advisory Committee Manual (adopted 29 March 2017) and the Broken Hill Regional Art Gallery Advisory Committee Constitution (amended and adopted 28 September 2018).

Ordinary Council 29 September 2021

Financial Implications:

Nil

Attachments

1. Minutes of the Broken Hill Regional Art Gallery Advisory Committee Meeting held 4

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL GENERAL MANAGER

REGIONAL ART GALLERY ADVISORY COMMITTEE

Minutes of meeting on August 4th, 2021

<u>Present:</u> Cr Maureen Clark, Cr Branko Licul, Rick Ball, Clark Barrett, Jenny Cattonar, Susanne Olsen (Zoom), Professor Simon Molesworth (Zoom). Gallery Manager Blake Griffith

Apologies: Andrew Gosling
Absent: Eve-lyn Kennedy
Open: 5.35pm

Minutes of June 9 Meeting confirmed by email: Andrew Gosling, Professor Simon Molesworth

Facilitator: Cr Maureen Clark, Chair.

- 1. Acknowledgement and Welcome
- 2. Note that seating allowed for social distancing and masks were worn throughout. All members checked in electronically.
- 3. As the end of term for this Council and Committee is nearing a close, Chair Clr Clark asked members to approve that the minutes would be sent out for confirmation by email so they could be sent quickly to Council.
- 4. Noted that zoom link had been sent to members so they may choose whether or not to attend the meeting in person.
- 5. The Chair noted that the minutes of the previous meeting on June 9th had been confirmed by email and both the Minutes and the Annual Report for 2020-2021 had been sent to Council.
- Noted that the current exhibition of the Archibald Prize was not a full display due to Covid 19 and would be taken down at the end of August to allow the closure of the Gallery for repairs and refurbishment.

Business: Gallery Manager Blake Griffith

Blake explained the aim of the project is the rebranding of the BH Regional Art Gallery .Reasons/benefits are :

- Many different templates/ styles previously used
- Outdated logo often confused with BHCC no brand differentiation
- Visual brand not best practice across the arts and regional gallery networks
- Synthesise digitisation assets with regular marketing and communication
- Structure future marketing activity with consistency and ease to build stronger brand awareness.
- Reflect full range collection care, outreach, programs, exhibitions. Digital engagement
- · Paving way for BHRAG to become a community conduit
- Sets the gallery up for expansion through programs and exhibitions
- · Clearly communicate the exhibition narrative as the tourism driver
- Must align with the reopening of the Gallery in April 2022

The Committee were happy with the concept of rebranding the RAG but want to be kept abreast of the progress of each stage of development and any cost to be incurred.

Meeting closed: 6.20pm

Minutes confirmed by Rick Ball, Seconded by Clark Barrett (by email) Endorsed by Chair, Cr Maureen Clark Ordinary Council 29 September 2021

ORDINARY MEETING OF THE COUNCIL

September 6, 2021

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 167/21

SUBJECT: MINUTES OF THE BIU BAND HALL COMMUNITY COMMITTEE
MEETINGS 16/8

Recommendation

- 1. That Broken Hill City Council Report No. 167/21 dated September 6, 2021, be received.
- 2. That the minutes of the BIU Band Hall Community Committee Meetings held 11 August 2020, 15 December 2020, 30 March 2021 and 15 June 2021 be received.

Executive Summary:

Council has received minutes of the BIU Band Hall Community Committee Meetings held 11 August 2020, 15 December 2020, 30 March 2021 and 15 June 2021 for endorsement by Council.

Report:

As per Council's Section 355 Asset Committee Framework Manual and the Constitution of the BIU Band Hall Community Committee (both adopted March 2017), the Committee is required to provide Council with a copy of their meeting minutes following each Committee meeting.

Accordingly, the BIU Band Hall Community Committee has submitted minutes from its meetings held 11 August 2020, 15 December 2020, 30 March 2021 and 15 June 2021 for Council's endorsement.

Community Engagement:

Strategic Direction:

Key Direction:	1	Our Community
Objective:	1.4	Our built environment supports our quality of life
Strategy:	1.4.2	Maintain the serviceability of Council's assets at an appropriate condition level

Relevant Legislation:

The BIU Band Hall Community Committee operates under Council's Section 355 Asset Committee Constitution and the *Local Government Act 1993* (Section 355).

Ordinary Council 29 September 2021

Attachments

- 1. J BIU Band Hall Community Committee Minutes August 2020
- 2. J BIU Band Hall Community Committee Minutes December 2020
- 3. J BIU Band Hall Community Committee Minutes March 2021
- 4. J BIU Band Hall Community Committee Minutes June 2021

JAY NANKIVELL GENERAL MANAGER



BIU BAND HALL S355 COMMUNITY COMMITTEE

MINUTES

Committee Meeting held on Tue 11 Aug 2020



BHCC = Broken Hill City Council

APOLOGIES: Lisa McAllister, Branko Licul

INT: Mark Curtis, Robynne Sanderson, Wayne Orr, Rajkumari Navis

MINUTES OF PREVIOUS MEETING Virtual meeting held via email in May 2020. Acceptance M. Raji S. Wayne

BUSINESS ARISING

COMMENCED: 7:40pm

1. Hazard inspection

Next Hazard Inspection due in November 2020. Schedule our next meeting to coincide with this.

2. Electrical test and taa

Robynne will approach Geoff Hawes, who has a Tag & Test licence. Check how much he charges and his procedures. Professionals charge up to \$25 per item – we can't afford to pay this much.

3. Signatories for bank account

Signatories for our bank account are now Mark Curtis (Chairperson), Lisa McAllister (Treasurer) and Robynne Sanderson (Secretary) with any 2 of 3 to sign. *Robynne* will email relevant minutes to Lisa, then *Lisa* will provide to Credit Union as requested by them.

4. New committee members

Raji will organise advertisement in BDT, seeking additional committee members.

5. New hall heating - on hold

No action required - on hold until BHCC asset rationalisation process completed.

Asset Register

Awaiting BIU Band's asset list. Wayne will follow up with Dawne Mawby. Robynne can collect from Dawne.

7. New keys - register

Robynne will set up a register.

8. Annual review of fees and charges

We emailed a submission to BHCC to retain the new small music functions hire category and to keep all fees at 2019 rates due to impact of COVID-19. *Raji* will follow up to find the outcome of our submission.

9. Impact of Coronavirus

The orchestra suspended practices on 24 March 2020, and all hall hire has been suspended, so income from hall hire will be reduced for this year. BIU Band happy to pay their normal fixed rate of \$650 PA.

CORRESPONDENCE IN

15-06-20 Letter from BHCC: COVID-19 procedure (initial information)
19-06-20 Letter from BHCC: Our submission (re hall hire fees) acknowledged

13-07-20 Email from BHCC: COVID-19 planning workshop plus follow-up emails with template attached

CORRESPONDENCE OUT [plus responses to Correspondence In]

17-06-20 Email to BHCC (Samantha Stuart/Paul McDonald): Submission about 2020/21 hall hire fees

Signed: Chairperson ______ Date 25 Aug 2020

Minutes – BIU Band Hall S355 Committee

11 August 2020

Page 1 of 6

TREASURER'S REPORT for 10 May 2020 to 11 Aug 2020

Not presented on the night, as Lisa was absent (unwell). Detailed report submitted later by Lisa (see Appendix 1).

Current bank balance: \$3333.83

Electricity bill hasn't arrived yet. Steve Vine (BIU Band secretary) to keep a lookout for it in the band's PO Box.

GENERAL BUSINESS

1. COVID-19 Safety Plan

The committee drafted our COVID-19 Safety Plan, as required by BHCC and NSW Government legislation. A copy is attached to these minutes.

Groups/Hirers who use the hall will be required to submit their own COVID-19 Safety Plan to the committee.

Robynne to prepare a COVID-19 Information Sheet (on Social Distancing, etc), to be given to hirer groups.

Groups using the hall will be required to provide their own COVID-safe disinfectant products to clean at the end of each session. *Wayne* to follow up spray disinfectant and spray bottles on behalf of BIU Band and Broken Hill Civic Orchestra, which will go halves in purchasing these items.

Robynne to prepare "Maximum Capacity" and other signs, then email to Mark who will print and laminate them.

2. BIU Band Hall Maintenance

Extensive maintenance is required at the band hall, including roof replacement (2016 hail storm) and new air-conditioning. The committee had a preliminary discussion about the options of spending a large amount of money on this aging building or looking for an alternative building which could potentially accommodate the BIU Band, Broken Hill Civic Orchestra and Philharmonic choir. It was noted that all three groups have specific requirements for storage of music, such as fireproof strongrooms. The concept of a Performing Arts Centre or music hub which could also potentially be used by other choirs and bands was discussed. The committee also noted that BHCC provided this band hall to the BIU Band in exchange for the property now occupied by the Council Chambers.

As part of a review of the nearby sporting venues (Soccer Complex, Norm Fox Oval, O'Neill Park Tennis and Netball), Mark will represent our committee (as an observer) at a forthcoming meeting of those sporting bodies. It was noted that our hall, being music-focused, doesn't really have anything in common with the sporting venues other than sharing an adjoining wall and car park with the soccer complex.

DATE OF NEXT MEETING: November 2020 (when Hazard Inspection is due)

MEETING CLOSED: 9:15 pm

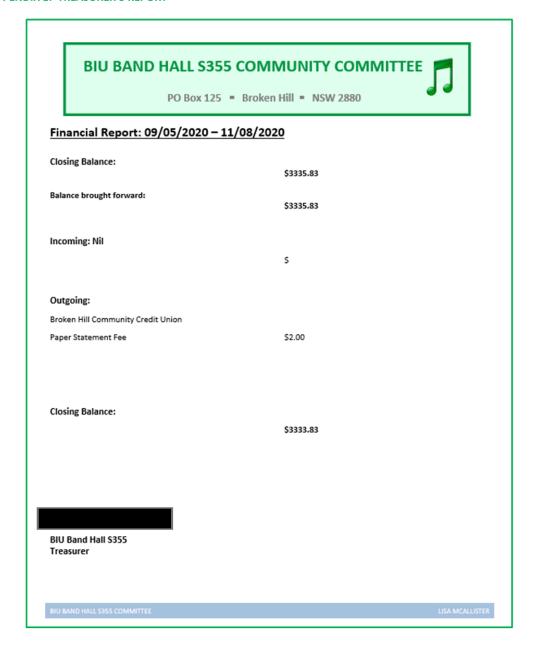


Minutes – BIU Band Hall S355 Committee

11 August 2020

Page 2 of 6

APPENDIX 1: TREASURER'S REPORT



APPENDIX 2: CORRESPONDENCE IN / OUT

From: Robynne Sanderson < robynne.sanderson@hotmail.com>

Thursday, 18 June 2020 6:12 PM Sent:

Corporate Services < Corporate Services @brokenhill.nsw.gov.au>; samantha.stuart@brokenhill.nsw.gov.au>; samantha.stuart@broTo:

<samantha.stuart@brokenhill.nsw.gov.au>; paul.mcdonald@brokenhill.nsw.gov.au <paul.mcdonald@brokenhill.nsw.gov.au> Navis, Rajkumari <Rajkumari.Navis@brokenhill.nsw.gov.au>; Mark Curtis <mrcurtis@westnet.com.au>

Cc:

Re: Submission Re proposed BIU Band Hall Hire fees for 2020/21 Subject:

Hi Paul,

Further to my previous email... as shown in our spreadsheet submission (attached again, just for reference) our proposal for 2020/21 fees was that they remain unchanged.

The reason we have requested NO increase is that both the BIU Band and Broken Hill Civic Orchestra have had to suspend rehearsals and performances since March due to COVID-19, resulting in a significant loss of income. In accordance with current BHCC procedures, neither group has yet been able to resume practices as the band hall remains closed.

To give some specific examples of the income losses:

In the last 3 months the orchestra had two concert performances and a wedding performance cancelled. The total lost income from these cancellations is over \$1,200 which represents over 80% of the orchestra's income for this year. The orchestra will struggle to remain solvent and will rely on being able to resume rehearsals and schedule a concert in the second half of the year.

My apology for not providing the above reasons in my previous email, but there was no indication on the supplied spreadsheet that a CPI rise would be applied.

Let me know if you need any further information.

Regards, Robynne Sanderson

Secretary

BIU Band Hall S355 Community Committee

Robynne Sanderson From:

Wednesday, 17 June 2020 9:26 AM

Corporate Services < Corporate Services @brokenhill.nsw.gov.au >; samantha.stuart@brokenhill.nsw.gov.au < samantha.stuart@brokenhill.nsw.gov.au >; samantha.st

Subject: Submission Re proposed BIU Band Hall Hire fees for 2020/21

Late last year, the BIU Band Hall S355 committee received a letter about the annual review of hall hire fees for the BIU Band Hall. Our committee had a virtual meeting recently and the decision of that meeting is that we wish to make a submission about the proposed fees. Sorry for the delay in our response, but the committee doesn't meet over December/January and then our first scheduled meeting for the year was delayed due to COVID-19 restrictions.

In the proposed 2020/21 changes, Item 54 had been removed by BHCC. The Band Hall S355 Community Committee proposes that we retain Item 54, currently listed as "Hire fee (9am - 12pm) Small music functions - Less than 35 People".

We also wish to vary the particulars for that item, including removing of the morning timeframe which is too restrictive. We would like the item particulars to be "Hire fee Small Music Functions - maximum 35 people". Our reason for including this item is to foster the learning of music in Broken Hill and provide an affordable rehearsal and performance venue.

Here is our proposed revision for Item 54:

Iten	n No	BIU Band Hall/Soccer Complex	Pricing Policy ID	Basis	2020/21 Fees (exc GST)	GST Applicable	GST	2020/21 Fees (inc GST)
4 -	- 54	Hire fee Small Music Functions - maximum 35 people	Third party	Each	\$ 70.00	Yes	\$7.00	\$ 77.00

All other items are okay. I have attached an update of the BHCC spreadsheet extract which was sent to us to show, in context, our proposed retention of item 54 for 2020/21.

By the way, the spreadsheet which was emailed to me had information which should have been in column L incorrectly placed into column M, causing a #DIV/0 error in column N. I have fixed this error by placing the information into the correct column in the attached spreadsheet.

Regards, Robynne Sanderson Secretary,

BIU Band Hall S355 Community Committee

Minutes - BIU Band Hall S355 Committee

11 August 2020

Page 4 of 6

From: Corporate Services <CorporateServices@brokenhill.nsw.gov.au>

Sent: Monday, 13 July 2020 10:15 AM

To: Robynne Sanderson <robynne.sanderson@hotmail.com>

Subject: RE: Section 355 Committee Workshop with Council - COVID-19 requirements

Good Morning Robynne

Thank you for your reply.

Thursday 23/07/2020 at 4pm has been allocated to \$355 BIU Band Hall Community Committee. Please note the Workshop will be held in the Council Chamber.

With regards

Jodie Brealey

Corporate Support Officer

From: Robynne Sanderson < robynne.sanderson@hotmail.com>

Sent: Monday, 13 July 2020 9:24 AM

To: Corporate Services < Corporate Services @brokenhill.nsw.gov.au>

Subject: Re: Section 355 Committee Workshop with Council - COVID-19 requirements

Hi Jodie,

After conferring with committee members, our preferred session is **Thu 23 July at 4pm**. Three of our committee members are able to attend.

If for some reason that timeslot is not available, we could manage this Thu, 16 July at 4pm.

Regards, Robynne

Robynne Sanderson

Secretary.

BIU Band Hall S355 Committee

From: Robynne Sanderson < robynne.sanderson@hotmail.com>

Sent: Thursday, 9 July 2020 12:34 PM

To: Corporate Services < Corporate Services @brokenhill.nsw.gov.au>

Subject: Re: Section 355 Committee Workshop with Council - COVID-19 requirements

Thanks Jodie, and thanks also for your phone call. I have sent an urgent email to our committee members and will let you know ASAP.

From: Corporate Services < Corporate Services@brokenhill.nsw.gov.au>

Sent: Thursday, 9 July 2020 12:31 PM

To: Robynne Sanderson <robynne.sanderson@hotmail.com>

Subject: Section 355 Committee Workshop with Council - COVID-19 requirements

Hi Robynne

As discussed Council will be holding workshops with Section 355 Committees to discuss COVID-19 requirements.

Please let me know your preferred day/time for the following (please only choose one day/time):

Thursday 16/07/2020 3pm

4pm

Thursday 23/07/2020 3pm

4pn

Please respond as soon as possible to assist Council with preparations.

Thank you

Jodie Brealey

Corporate Support Officer 240 Blende St PO Box 448 Broken Hill NSW 2880 **Phone** 08 8080 3368

Jodie.Brealey@brokenhill.nsw.gov.au www.brokenhill.nsw.gov.au

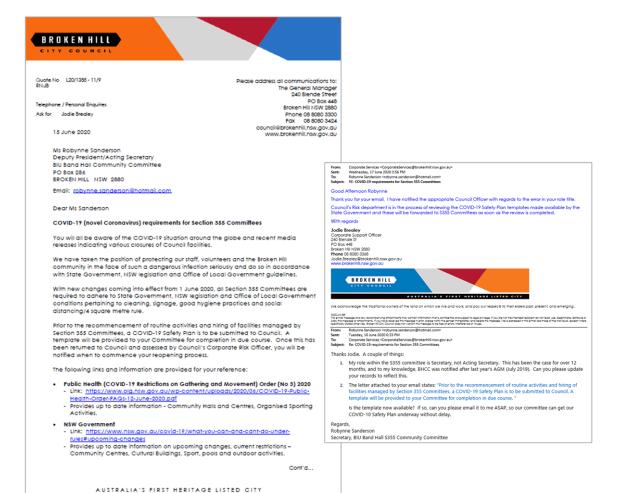


We acknowledge the traditional owners of the land on which we live and work, and pay our respects to their elders past, present, and emerging..

Minutes – BIU Band Hall S355 Committee

11 August 2020

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Office of Local Government

Init: https://www.olg.nsw.gov.au/programs-and-initiatives/olg-assists-councils-to-manage_covid-19/snaphol-of-local-government-services and the conditions that apply—Community Halls and Facilities, Sport playing fields and grounds

Safe Work Australia

Unit: https://www.safeworkaustralia.gov.au/covid-19-information-workplaces/Industry-information/general-industry-information-workplaces/Industry-information/general-industry-information-workplaces/Industry-information/general-industry-information resources for consideration during COVID-19

Section 355 Committee meetings — To be held via Videoconference, telephone conference, or with strict adherence to the 4 square metre rule for attendance in person.

Council trust that this information and the links provided will assist Committees to manage their functions in a COVID-19 safe manner and in accordance with legislated restrictions and conditions.

Please take care and remain safe and well.

Should you require any further information, please contact Council's Corporate Support Officer, Jodie Brealey on 8080 3368.

Yours faithfully

RAZIJA NU'MAN
DIRECTOR CORPORATE

Minutes – BIU Band Hall S355 Committee

11 August 2020

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BIU BAND HALL S355 COMMUNITY COMMITTEE

MINUTES

Committee Meeting held on Tue 15 Dec 2020



COMMENCED: 6:05pm

BHCC = Broken Hill City Council

APOLOGIES: Wayne Orr

PRESENT: Mark Curtis, Robynne Sanderson, Lisa McAllister, Branko Licul

MINUTES OF PREVIOUS MEETING held on Tue 11 Aug 2020. Acceptance M. Mark S. Robynne. Carried.

BUSINESS ARISING

1. Hazard inspection

Now due. Schedule our next meeting to coincide with this.

2. Electrical test and tag

Geoff Hawes has Tag & Test licence and could do the Tag & Test, using Lifeline's equipment, in exchange for a donation to Lifeline. Before proceeding, we need to check (a) if BHCC could do the Tag & Test (preferred option); (b) Is our S355 committee allowed to make a donation to Lifeline for doing Tag & Test?

3. New committee members

Raji, our BHCC liaison person, was going to organise an advertisement in BDT, seeking additional committee members, but Raji is no longer working for BHCC.

4. New hall heating - on hold

No action required - on hold until BHCC asset rationalisation process completed.

5. Asset Register

Awaiting BIU Band's asset list. Wayne to follow up with Dawne Mawby. Robynne can collect from Dawne.

6. New keys - register

Robynne will set up a register, with columns for date received, date returned and signatures.

7. COVID Safety Plan

Review, based on latest NSW Health rules. Set up a QR code: check with BHCC if we do this or they do.

CORRESPONDENCE IN

15-09-20	Email from BHCC:	Our COVID Safety Plan approved
14-10-20	Letter from BHCC:	Branko Licul to continue as our Council rep
11-11-20	Letter from BHCC:	Annual Budget and Fees & Charges Review
12-12-20	Email from BHCO:	Their COVID Safety plan submitted for approval

CORRESPONDENCE OUT [plus responses to Correspondence In]

01-09-20	Email to BHCC: our COVID Safety plan submitted
22-10-20	Email to Bev McInnes re hall hire enquiry
12-11-20	Email to Josephine Re hall hire enquiry

TREASURER'S REPORT for 12 Aug 2020 to 15 Dec 2020

Detailed report submitted by Lisa (see Appendix 1).

Current bank balance: \$3662.91

Bills: 2 x Electricity bills \$288.31 and \$312.61

Our electricity bills are currently **estimated**. We need to request **actual** bills. *See also General Business*. The treasurer moves that the report be accepted and the bills be paid. M. Lisa S. Branko Carried.

Signed: Chairperson Secretary Date 30 Mar 2021

Minutes – BIU Band Hall S355 Committee

15 Dec 2020

Page 1 of 7

GENERAL BUSINESS

1. Annual review of fees and charges

We could request no CPI increase due to impact of COVID-19 (music groups suspended for most of 2020) OR

accept CPI increase but apply for a BHCC Community Assistance Grant to cover 2021 hire fees.

The second option is more likely to meet with success – a precedent was set for Memorial Oval users, with over \$6,366 in hire fees waived via a Community Assistance Grant (see BDT 28 Nov 2020).

2. Electricity Bills

Lisa will email photos of our meter readings to Origin, to request an ACTUAL reading rather than an ESTIMATE. If photos are insufficient for actual reading, **Robynne** will check with BHCC to see if they can provide access to BIU Band Hall for meter reader in future. Another option is to swap to a Smart Meter – **Lisa** will enquire with Origin to find out if there is any cost to do this.

Lisa has set up an Origin account, with *email* notification instead of *paper* bills, to facilitate more timely payment of bills. Emails will go to **biu.bandhall@hotmail.com**

Discussion about setting up Internet Banking direct debit (Business Banking). It is important that this is set up with **two** people to approve payments as per our committee rules.

3. BIU Band Hall Maintenance Issues

Outside lights - photoelectric cells not working? Not cutting out during the day?

Background Notes from previous meeting:

Extensive maintenance is required at the band hall, including roof replacement (2016 hail storm) and new air-conditioning. The committee had a preliminary discussion about the options of spending a large amount of money on this aging building or looking for an alternative building which could potentially accommodate the BIU Band, Broken Hill Civic Orchestra and Philharmonic choir. It was noted that all three groups have specific requirements for storage of music, such as fireproof strongrooms. The concept of a Performing Arts Centre or music hub which could also potentially be used by other choirs and bands was discussed. The committee also noted that BHCC provided this band hall to the BIU Band in exchange for the property now occupied by the Council Chambers.

DATE OF NEXT MEETING: 16 Feb 2021 [later rescheduled to 30 Mar 2021 due to committee members' absence]

MEETING CLOSED: 6:55 pm



Minutes – BIU Band Hall S355 Committee

15 Dec 2020

Page 2 of 7

APPENDIX 1: TREASURER'S REPORT

BIU BAND HALL S355 COMMUNITY COMMITTEE



PO Box 125 Broken Hill NSW 2880

\$3333.83

Financial Report: 12/08/2020 - 15/12/2020

Closing Balance: \$3333.83

Incoming:

04/09/2020 Cheque Deposit

Balance brought forward:

Hall Hire BHCO Jan - June receipt# 17 \$280.00

04/12/2020 Cheque Deposit BIU Band Adopted Fee Charge

Receipt# 18 \$650.00

Outgoing:

Origin Energy (Electricity - Hall)

Cheque # 000021 \$288.31

Origin Energy (Electricity - Hall)

Cheque # 000022 \$312.61

Closing Balance: \$3662.91

Lisa McAllister

BIU Band Hall S355

Treasurer

APPENDIX 2: CORRESPONDENCE IN / OUT

Corporate Services < Corporate Services @brokenhill.nsw.gov.au> From:

Sent:

Tuesday, 15 September 2020 10:09 AM Robynne Sanderson <robynne.sanderson@hotmail.com> Subject: COVID-19 Safety Plan BIU Band Hall - Accepted

Dear \$355 BIU Band Hall Community Committee

Please be advised the COVID-19 Safety Plan submitted for the Section 355 Band Hall Community Committee, has been assessed and accepted by Council

Again thank you for your assistance with this matter, your time is appreciated.

Kind regards

Jodie Brealey

Corporate Support Officer 240 Blende St PO Box 448 Broken Hill NSW 2880 Phone 08 8080 3368

Jodie.Brealey@brokenhill.nsw.gov.au www.brokenhill.nsw.gov.au



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.

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From: Corporate Services

Sent: Tuesday, 1 September 2020 4:59 PM

To: Robynne Sanderson < robynne.sanderson@hotmail.com>

Subject: RE: Section 355 Committees - COVID-19 Safety Plan Development -

Thank you for providing the COVID-19 Safety Plan for the \$355 BIU Band Hall Community Committee. This has been provided to the appropriate officer for review and you will be advised once this has been approved.

Kind Regards
Jodie Brealey
Corporate Support Officer
240 Biende St
PO BOX 448
Broken Hill NSW 2880
Phone 08 8080 3898
Phone 08 8080 1898
Jodie Brealey Berokenhill.nsw.gov.au
www.brokenhill.nsw.gov.au

We did not receive a reply to the following email (hall hire enquiry):

Robynne Sanderson <robynne.sanderson@hotmail.com> From:

Thursday, 22 October 2020 11:21 AM Sent:

bevmcinnes1955@gmail.com <bevmcinnes1955@gmail.com> To: Subject:

Re: Possible hire of BIU Band Hall

Hi Beverly.

The BIU Band Hall has been out of action for several months, closed due to BH City Council's COVID-19 restrictions, but Council has now approved a COVID Safety Plan which would allow the hall to be used again. However strict COVID safety protocols would need to be observed. For example, the maximum number of people permitted in the hall for an event such as a wedding is 34. Is this sufficient for your requirements?

I have attached an information sheet about hiring the hall (including hire fees), but please note the following requirements. As this is a BH City Council-administered venue, any 3rd party hirer must complete several forms before hiring the hall:

- COVID Safety Plan for approval by the BIU Band Hall Community Committee. I have attached the committee's safety plan, to give you an example of the sort of information which would need to be covered. If you wish to proceed with the hall hire, our committee will provide you with a blank COVID Safety form to fill in.
- · Hire Agreement form (supplied by our committee)
- · Risk Assessment form (supplied by our committee)

We would also need to arrange to clean the hall before use as it has been unoccupied for several months. Because this is fairly short notice, we would need to get all of these arrangements in place

Regards, Robynne Sanderson BIU Rand Hall Hire INFORMA... COVID-19 Safety Plan BIU Ra... Secretary BIU Band Hall S355 Community Committee

From: Steve Vine <steve.vine@outlook.com> Sent: Tuesday, 20 October 2020 9:02 PM

To: Robynne Sanderson <robynne.sanderson@hotmail.com>; Mark Curtis <mrcurtis@westnet.com.au>

Received this email tonight regarding hiring the hall. I'm not sure what the go is with hiring at the moment of if the hall is even in a state to hire. Could you please reply to Beverly to let her know.

Thanks.

-- Forwarded message -----

From: Beverly Mcinnes < bevmcinnes1955@gmail.com >

Date: Tue, 20 Oct 2020 at 18:50

Subject:

To: <publicity@biuband.com.au>

Hi Steve I'm looking for a hall for a wedding to hire. Can youet me know if your hall is available on the 7th of November, an how much thank you

We did not receive a reply to the following email (hall hire enquiry):

From: Robynne Sanderson <robynne.sanderson@hotmail.com>

Sent: Thursday, 12 November 2020 8:03 PM

To: josephinehillard@gmail.com <josephinehillard@gmail.com>

Cc: Mark Curtis <mrcurtis@westnet.com.au>

Subject: Re: Hall hire

Hi Josephine,

Sorry for the delay in getting back to you - I have been in Adelaide without email access.

It could be possible to hire the BIU Band Hall, but the cheapest rate available is \$77 per session which probably doesn't suit your requirement. Also, the floor is not sprung - it is concrete, so might not be suitable for dancing.

Some suggestions which might be more suitable, with wooden floors and cheaper hire fees:

- St James Anglican Church Hall (phone Rev'd Helen Ferguson on 0429 874 402)
- Trades Hall (sorry, I don't know their contact details, but this could also be a good option)

Regards, Robynne Sanderson

Secretary, BIU Band Hall S355 Committee Secretary

From: Steve Vine <steve.vine@outlook.com> Sent: Wednesday, 11 November 2020 8:47 AM

To: Robynne Sanderson <robynne.sanderson@hotmail.com>; Mark Curtis <mrcurtis@westnet.com.au>

Subject: Fwd: Hall hire

Morning Robynne and Mark,

I've had another request for hall hire. See below.

Regards, Steve.

----- Forwarded message ------

From: Josephine Hillard < iosephinehillard@gmail.com >

Date: Tue, 10 Nov 2020 at 22:34

Subject: Hall hire

To: <secretary@biuband.com.au>

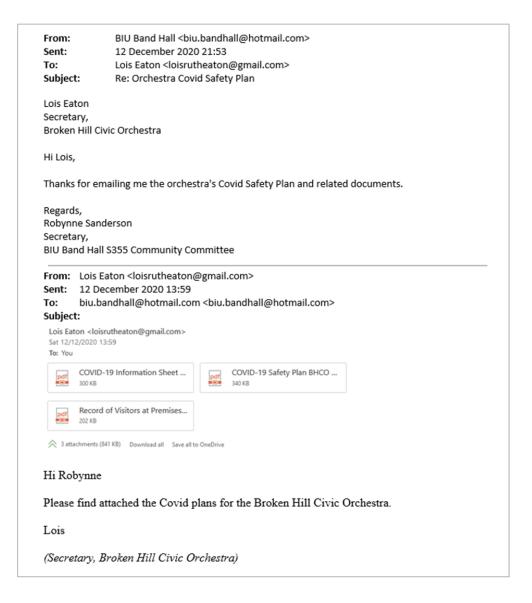
Hi Steve.

Got this email address off the BIU website. This is probably a slightly unusual request, I'm after a hall to hire twice a week for 2 hours over the next 4 weeks for just myself. I have a dance competition coming up in a months time, I would usually do my dance lessons in Adelaide but I'm working in Broken Hill at the moment and I don't have space at home to practice properly.

Please let me know if this would be possible and the costs involved. I just need floor space suitable for dance. I am also covered by insurance through my membership with the dance association I am part of.

Please feel free to call me if you'd like to discuss 0447744955.

Thanks you, Josephine



BHCC = Broken Hill City Council



BIU BAND HALL S355 COMMUNITY COMMITTEE

MINUTES

Committee Meeting held on Tue 30 Mar 2021



COMMENCED: 6:50pm

APOLOGIES: none

PRESENT: Mark Curtis, Robynne Sanderson, Branko Licul, Lisa McAllister

MINUTES OF PREVIOUS MEETING held on Tue 15 Dec 2020. Acceptance M. Branko S. Lisa. Carried.

BUSINESS ARISING

1. Hazard inspection

Hazard Inspection is now due. Because nothing has changed since previous report and no repairs have been done, the committee decided that we should resubmit our previous report. Robynne to follow up.

2. Electrical test and tag

Before proceeding, Robynne will check (a) if BHCC could do the Tag & Test (preferred option); (b) Is our S355 committee allowed to make a donation to Lifeline if Geoff Hawes does the Tag & Test?

3. New committee members

Jarred Paull is our new BHCC Liaison Officer. Ask him if BHCC will advertise for new committee members. Robynne to invite Jarred to our next meeting... perhaps as a "one-off" initial face-to-face meeting?

4. New hall heating - on hold

No action - on hold until BHCC asset rationalisation process completed. Branko advises that this process is underway and we should know something soon. Ask Jarred to keep us up to date.

5. Asset Register

Awaiting BIU Band's asset list. Robynne to follow up with Dawne Mawby and collect the list from her.

6. Hall Key Register

Robynne has set up a register. Some people with keys have not yet signed the register – follow up.

Mark has updated and set up a QR code. Process now easier. BHCO has submitted an updated plan.

8. Annual Review of fees and charges

Accept BHCC suggestion (standard CPI increase).

Advise BHCO and BIU Band to apply for a Community Assistance Grant if they need fee relief.

Correspondence in:

11-09-20 Email from BHCC: New Council Liaison Officer is Jarred Paull (and Works Request Form attached)

14-12-20 Letter from BHCC: Annual reports due. Note: for 2021, ensure this is done in August

02-03-21 Email & letter from Loene: list of complaints (garbage bin, weeds, ladies toilet damage, trees)

Correspondence out: [plus responses to Correspondence In]

27-01-21 Email to/from committee: BIU Band COVID Safety plan approved

09-02-21 Email to Lacey (BHCC): Annual Reports submitted

Signed: Chairperson Date 15 Jun 2021 Secretary Minutes - BIU Band Hall S355 Committee

30 Mar 2021

Page 1 of 7

TREASURER'S REPORT for 15 Dec 2020 to 30 Mar 2021

Detailed report submitted by Lisa (see Appendix 1).

Current bank balance: \$3292.38

Bills: Electricity \$218.53 Cleaning \$150 [Paper Statement Fee \$2.00]

Our electricity bills are currently **estimated**. Lisa advises that bills will be **actual** from next bill – she has spoken to Origin Energy and next bill is due around 14 April. We will continue to pay by cheque for now, as Direct Debit is not practical. Mark noted that we should pay the electricity bill as soon as it arrives, so as not to incur any more late fees.

The treasurer moves that the report be accepted and the bills be paid. M. Lisa S. Robynne Carried.

GENERAL BUSINESS

1. Annual General Meeting

Our 2021 AGM will take place on Tue 20 July.
Our last AGM was on 23 July 2019, as the 2020 AGM was not held due to COVID closure.

2. Maintenance Issues

List of concerns from Loene Crowley (hall cleaner)

- Garbage Bin ask BHCC (Jarred?) if we can ensure that we have a wheely bin
- Weeds ask BHCC to clean up weeds (Works Request Form)
- Ladies Toilet one cistern and some tiles have come off the wall submit Works Request Form
- Trees will be addressed in the redevelopment

DATE OF NEXT MEETING: 25 May 2021 [later rescheduled to 15 Jun 2021]

MEETING CLOSED: 7:30 pm

Signed: Chairperson ______ Date 15 Jun 2021

APPENDIX 1: TREASURER'S REPORT



PO Box 125 = Broken Hill = NSW 2880

Financial Report: 15/12/2020 - 30/03/2021

Closing Balance: \$\$3662.91

Balance brought forward: \$\$3662.91

Incoming: Nill

Outgoing:

Hayden Crowley -Cleaning

Invoice# 20

Cheque # 000023 \$150.00

Origin Energy (Electricity - Hall)

Cheque # 0000224 \$218.53

внсси

Paper Statement Fee \$2.00

Closing Balance: \$3292.38

BIU Band Hall S355

Treasurer

APPENDIX 2: CORRESPONDENCE IN / OUT

From: Lee McAllister < missmadcat71@gmail.com> Wednesday, 27 January 2021 11:37 AM Sent:

Wayne Orr <re-ink@bigpond.com> To:

Branko Licul

Slicul@bigpond.net.au>; Mark & Robyn Curtis <mrcurtis@westnet.com.au>;

Robynne Sanderson <robynne.sanderson@hotmail.com

Subject: Re: 5355 Committee - BIU Band's COVID Safe Plan to check and approve

Looks good to me too.

Thanks Lisa

On Wed, 27 Jan 2021 at 11:35 am, Wayne Orr <re-ink@bigpond.com> wrote:

Looks OK by me

Thanks Wayne

On 27/01/2021 1:10 am, Mark & Robyn Curtis wrote:

All looks good to me too.

On 24 Jan 2021, at 12:47 pm, Branko Licul

Splicul@bigpond.net.au> wrote:

Hi Robyn and team,

Looks ok to me: happy for committee to voice their feedback via email.

My apologies for my tardiness in replying.

Regards, Branko

Robynne Sanderson [mailto:robynne.sanderson@hotmail.com]
Thursday, 21 January 2021 9:38 AM
Mark Curtis; Lee McAllister; Wayne Orr; Branko Licul
S355 Committee - BIU Band's COVID Safe Plan to check and approve

Sent:

Subject:

Attached is the BIU Band's COVID safety plan for our committee to check and approve.

Are you happy to do this via email rather than call a committee meeting? If so, please email your feedback and/or approval using "Reply All".

Cheers, Robynne

From: Steve Vine <steve.vine@outlook.com>

Sent: Sunday, 17 January 2021 9:45 PM

To: Robynne Sanderson <<u>robynne.sanderson@hotmail.com</u>> Wayne Orr <<u>re-ink@bigpond.com</u>>

Subject: BIU Band COVID Safe Plan

Here is the Band's draft COVID Safe Plan for approval by the 355 Committee I have based it on the orchestra's plan (thank you).

I'm hoping we will be able to commence practices again early in Feb subject to agreement of band members. I will advise our target date once it has been decided upon.

The hall is going to need to have a decent clean before the band and orchestra recommence. Everything has a thick layer of dust over it. Is that something the 355 committee will arrange?

Regards, Steve Vine

BIU Band Secretary

From: Corporate Services <CorporateServices@brokenhill.nsw.gov.au>
Sent: Friday, 11 September 2020 10:01 AM
Subject: Section 355 Committees - Council Liaison Officer - Jarred Paull

Good morning

Please be advised the Council liaison officer for Section 355 Committees is **Jarred Paull** – Asset Planner Parks and Open Spaces (8080 3347).

Attached is the Section 355 Committee Template Guide (provided via USB to Committees during induction).

- Please see page 16 Works Request Form This form is to be used when requesting works by Council at the facility.
- Complete the form with details of works required and email to <u>Council@brokenhill.nsw.gov.au</u>

With regards

Jodie Brealey

Corporate Support Officer 240 Blende St PO Box 448 Broken Hill NSW 2880 Phone 08 8080 3368

Phone 08 8080 3368 Jodie.Brealey@brokenhill.nsw.gov.au www.brokenhill.nsw.gov.au



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..

DISCLAIMER

This e-mail message and any accompanying attachments may contain information that is confidential

Attachment: Works Request Form



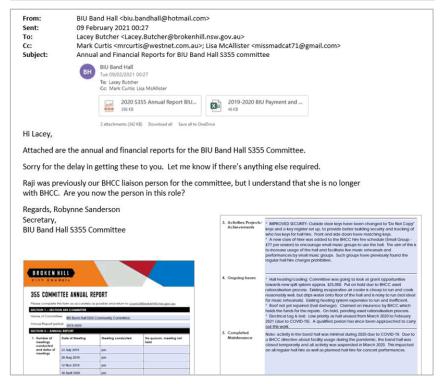
Minutes – BIU Band Hall S355 Committee

30 Mar 2021

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BIU Band Hall

biu.bandhall@hotmail.com> From: Sent: 07 February 2021 19:01 To: Lacey Butcher <Lacey.Butcher@brokenhill.nsw.gov.au> Re: Request for Annual and Financial Reports for 2019-2020 for Section 355 Asset Committees -Subject: BIU Band Hall Community Committee Hi Lacey. Just confirming your phone request to get the annual reports to you by this Friday... and before Wednesday if possible. I will contact our treasurer to see if she can have the financial report ready before Wednesday. Sorry for the delay in finalising these reports. With the band hall being closed since March last year due to COVID-19, I hadn't checked the band hall's email address over Dec-Jan. Also, while this was a very quiet time for the band hall, I have been very busy with work commitments during this time. I noticed in the letter attached to your email that these reports were actually due by August 2020, which I hadn't realised. I had been thinking it was an end of calendar year submission, so my apology for this oversight. I will rectify this for this year's report. Meanwhile, I will get the 2019-2020 reports to you ASAP. Regards, Robynne From: Lacey Butcher < Lacey. Butcher@brokenhill.nsw.gov.au> Sent: 14 December 2020 20:24 biu.bandhall@hotmail.com <biu.bandhall@hotmail.com> Subject: Request for Annual and Financial Reports for 2019-2020 for Section 355 Asset Committees - BIU Band Hall Community Committee Good Afternoon Robynne Please find attached correspondence requesting Annual and Financial Reports to be submitted to Council for the 2019-2020 financial year. If you have any questions, please do not hesitate to contact me. Lacey Butcher Corporate Support Officer 240 Blende Street PO Box 448 Broken Hill NSW 2880 Australia Phone 08 8080 3367 Lacey.Butcher@brokenhill.nsw.gov.au www.brokenhill.nsw.gov.au



Minutes – BIU Band Hall S355 Committee

30 Mar 2021

Letter (and email) from Loene Crowley for S355 Committee Meeting

2nd March 2021

Garbage Bin

On Tuesday night 23rd Feb one of the soccer club bins was set alight, one of 4 garbage bins behind their locked wire fence.

The Band Hall needs 1 garbage bin which will have to be kept inside the Hall.

We also need to know what day and time it will be collected and where to put it for collection as the large dumpster bin has been taken away.

Weeds

Council have not mowed the weeds in the Band Hall grounds for eons and the prickle bushes were huge. I have shovelled them up and piled them on the soccer club grass clippings which had already piled up on the cement slab which used to house the dumpster bin.

Inside Band Hall

One of the two ladies toilets have fallen off the wall, the tiles with it. It is unusable. The door has been locked for safety.

EMAIL sent by Loene with the above letter as an attachment (and my initial reply to Loene)

From: Robynne Sanderson <robynne.sanderson@hotmail.com>

Sent: Friday, 5 March 2021 9:09 PM

To: Loene Crowley <loene.crowley@gmail.com>

Subject: Re: complaints for \$355

Hi Loene,

Just letting you know I have received your email. I will take this to our next committee meeting, which is in a couple of weeks.

Regards, Robynne

From: Loene Crowley <loene.crowley@gmail.com>

Sent: Wednesday, 3 March 2021 11:02 AM

To: Robynne Sanderson <robynne.sanderson@hotmail.com>

Subject: complaints for S355

Dear Robynne,

I could also add trees dying around town (which ours aren't) because Hayden & I have been bucketing them for a couple of years now.

Take a look at them occasionally and be thankful that at least our trees are alive. It takes both of us over an hour working solid filling and watering. We always wait for a cool change. The trees didn't stay alive by themselves. The oval watering does not reach the trees around the outside. They were in a dire way a couple of years ago.

Let's see if you get any reaction at all from any complaint that you choose to mention.

It's no wonder I chose to leave the S355 Committee.

Loene



BIU BAND HALL S355 COMMUNITY COMMITTEE

MINUTES

Committee Meeting held on Tue 15 June 2021



COMMENCED: 6:52pm

BHCC = Broken Hill City Council

APOLOGIES: Jarred Paull

PRESENT: Mark Curtis, Robynne Sanderson, Branko Licul, Lisa McAllister; Wayne Orr (by phone)

MINUTES OF PREVIOUS MEETING held on Tue 30 March 2021. Acceptance M. Branko S. Lisa. Carried.

BUSINESS ARISING

1. Hazard inspection [PENDING]

Hazard Inspection is due. Nothing has changed since previous report and no repairs have been done, so we will resubmit our previous report. *Robynne* to follow up.

2. Electrical test and tag [PENDING]

Before proceeding, *Robynne* will check (a) if BHCC could do the Tag & Test (preferred option); (b) Is our S355 committee allowed to make a donation to Lifeline if Geoff Hawes does the Tag & Test?

3. New committee members

Ask Jarred Paull, our BHCC Liaison Officer, if BHCC can advertise for new committee members after Council elections (due to be held in September). Ideally we need two new committee members.

4. New hall heating [ON HOLD]

No action until BHCC asset rationalisation process completed. Ask Jarred to keep us up to date.

5. Asset Register [PENDING]

Awaiting BIU Band's asset list. Wayne to follow up with Dawne Mawby and collect the list from her.

6. Hall Key Register

Robynne has set up a register. Some people with keys have not yet signed the register. Robynne will follow up with Loene Crowley and Peter Harvey. Mark will follow up with Stephen Podnar.

7. COVID Safety Plan

Mark has updated our Covid Safety Plan. Continue to monitor and update as needed.

8. Maintenance Issues

Garbage bin: Ask BHCC if we can ensure that we have a wheely bin (check with Jarred)

Weeds: have been mown

Ladies Toilet: Works Request submitted for repairs (one cistern and some tiles have come off the wall)

Correspondence in:

20-04-21 Email from Origin: Electricity bill (due 10 May) and actual meter reading requested

Mark will do the meter reading

14-05-21 Email from Origin: Reminder – electricity bill is overdue

13-06-21 Email from Loene: Request double power points; complaint about BHCC mowing weeds

Correspondence out: [plus responses to Correspondence In]

14-06-21 Email to Jarred Paull: Invite to committee meeting; query about committee rep advertising

14-06-21 Email to BHCC: Works Request Form for repairs to Ladies Toilet

Signed: Chairperson





Date 10 Aug 2021

Minutes – BIU Band Hall S355 Committee

15 June 2021

Page 1 of 5

TREASURER'S REPORT for 31 Mar 2021 to 15 June 2021

Current bank balance: \$3,292.38

Bills: Hall Cleaning \$200.00 (2 cleans at \$100 each)

Electricity \$301.01 (includes late fee for previous bill) Electricity bill is still estimated and is now overdue.

The treasurer moves that the report be accepted and the bills be paid. M. Lisa S. Branko Carried.

GENERAL BUSINESS

1. Annual General Meeting

Our 2021 AGM has been rescheduled to take place on Tue 12 October, which is after the Council elections. Note: the 2020 AGM was not held due to COVID closure (for almost all of 2020).

2. Maintenance Issues

Request some double powerpoints. *Robynne* to submit a Works Request Form.

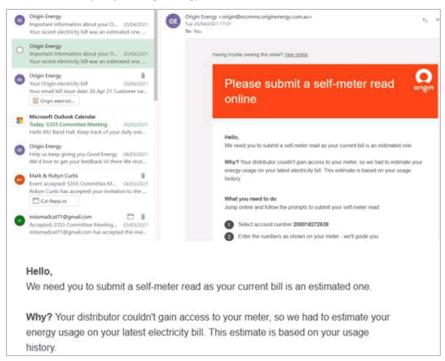
DATE OF NEXT MEETING: Tue 10 Aug 2021 at 6:45pm

MEETING CLOSED: 7:22 pm

Signed: Chairperson Date 10 Aug 2021

APPENDIX 1: CORRESPONDENCE IN / OUT

Email and electricity bill from Origin Energy





Minutes – BIU Band Hall S355 Committee

15 June 2021

Page 3 of 5

From: Robynne Sanderson <robynne.sanderson@hotmail.com>

Sent: Monday, 14 June 2021 5:08 PM

To: Loene Crowley <loene.crowley@gmail.com>

Subject: Re: Mowing at Band Hall (and request for power points)

Hi Loene. I will put your request and comments to tomorrow night's meeting of the S355 committee.

Regards, Robynne

From: Loene Crowley <loene.crowley@gmail.com>

Sent: Sunday, 13 June 2021 12:01 PM

To: Robynne Sanderson <robynne.sanderson@hotmail.com>

Subject: Request for Next 355 Committee Meeting

Hi Robynne,

Put in a request for 2 double power points up the Orchestra'a end of the Hall. One behind where the clarinets sit, the other near the kitchen door. This will help with our heating arrangements requiring long cords. We already have one double power point over the other side from us.

Single power points in a Hall that size is archaic.

From: BIU Band Hall

BIU Band Hall

biu.bandhall@hotmail.com>

Sent: 14 June 2021 18:15

To: council@brokenhill.nsw.gov.au <council@brokenhill.nsw.gov.au>

Subject: Work Request - BIU Band Hall Ladies Toilet

Hi. Attached is a Works Request for repairs to the Ladies Toilet at the BIU Band Hall.

Regards, Robynne Sanderson

Secretary,

BIU Band Hall S355 Committee

BROKEN HILL

S355 Committee Works request form

All \$355 Committees are required to complete a Works Request Form for all work requests processed through Council.

Please note: Completing this form and the endorsement of the \$355 Committee Minutes at Council Meetings does not guarantee the work will be completed. Depending on the work required, Council may need to budget for work in some areas and schedule for completion as resources allow.

Office Hours: 8.30am – 5pm 240 Blende Street PO Box 448 Broken Hill NSW 2880 council@brokenhill.nsw.gov.au www.brokenhill.nsw.gov.au

> General Enquiries Phone 08 8080 3300

APPLICANT DETAILS

Name: Robynne Surname: Sanderson

Committee Name: BIU Band Hall \$355 Community Committee

Phone: 08 - 8087 9522 Mobile:

Email: (required) __biu.bandhall@hotmail.com

DETAILS OF WORKS

Date Reported: 14 June 2021

Details of works required:

 $Repairs \ to \ Ladies \ Toilet-in \ the \ cubicle \ on \ the \ right, \ the \ cistem \ and \ some \ of \ the \ tiles \ have \ become \ displaced$

Minutes – BIU Band Hall S355 Committee

15 June 2021

Page 4 of 5

From: Jarred Paull < Jarred. Paull@brokenhill.nsw.gov.au>

Sent: 15 June 2021 08:55

To: BIU Band Hall

biu.bandhall@hotmail.com>

Cc: Aaron Troy <Aaron.Troy@brokenhill.nsw.gov.au>

Subject: RE: BIU Band Hall S355 Committee

Hi Robynne,

I am currently the 355-liaison officer for BHCC.

Its great to hear from you and I would like to be added to the ongoing meeting requests. I unfortunately will not make the meeting tonight as prior plans were in place.

BHCC will review the 355-process come September this year and this will include advertising for new 355 members.

Can you please provide details for the best contact from your committee?

Kind Regards

Jarred

Asset Planner Parks & Open Spaces 240 Blende Street PO Box 448 Broken Hill NSW 2880 **Phone** 08 8080 3347 **Mobile** 0437486914 Jarred.Paull@brokenhill.nsw.gov.au www.brokenhill.nsw.gov.au



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.

From: BIU Band Hall

BIU Band Hall

biu.bandhall@hotmail.com>

Sent: 14 June 2021 18:45

To: jarred.paull@brokenhill.nsw.gov.au <jarred.paull@brokenhill.nsw.gov.au>

Subject: BIU Band Hall S355 Committee

Hi Jarred,

Are you still the Council Liaison Officer for S355 community committees?

I am the secretary of the BIU Band Hall S355 Committee and we have a meeting tomorrow night (Tue 15 June) 6:45pm - 7:30pm at the BIU Band Hall. You are most welcome to attend if you would like to, although I must apologise for the short notice and understand if you already have other commitments.

A couple of quick questions:

- Would you like to be included in meeting requests for future meetings of our committee?
- We are hoping to recruit more committee members. Does Council have any plans to advertise in the BDT for new S355 committee members in the near future?

Regards, Robynne Sanderson

Secretary,

BIU Band Hall S355 Community Committee