

November 17, 2021

ORDINARY MONTHLY MEETING

TO BE HELD

WEDNESDAY, NOVEMBER 24, 2021

Please address all communications to:
The General Manager
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PO Box 448
Broken Hill NSW 2880
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ABN 84 873 116 132

Dear Sir/Madam,

Your attendance is requested at the Ordinary Meeting of the Council of the City of Broken Hill to be held in the Council Chambers on **Wednesday, November 24, 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

JAY NANKIVELL
GENERAL MANAGER

LIVESTREAMING AND RECORDING OF COUNCIL MEETINGS

PLEASE NOTE: 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, October 27, 2021.

Minutes of the Extraordinary Meeting of the Council meeting held Thursday, November 04, 2021.

Minutes of the Extraordinary Meeting of the Council meeting held Thursday, November 11, 2021.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
OCTOBER 27, 2021

Meeting commenced at 6:30 p.m.

REQUESTS FROM COUNCILLORS TO ATTEND VIA AUDIO-VISUAL LINK

Due to the current 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 while the restrictions under the Public Health Order are in force to allow Councillors to participate in this meeting by audio-visual link if required. 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
(audio-visual link), B. Licul, J. Nolan (audio-visual link) and R. Page.

General Manager, Chief Corporate and Community Officer, Chief Assets
and Projects Officer, Acting Chief Financial Officer, Manager
Communications and Marketing, Executive Manager Growth and Investment
and Governance Officer.

Media (2), Members of the Public (3).

APOLOGIES:

Nil.

PRAYER

Councillor Adams delivered the prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Gallagher delivered the Acknowledgment of Country.

MINUTES FOR CONFIRMATION

RESOLUTION

Minute No. 46656

Councillor M Clark moved)
Councillor B Licul seconded)

Resolved

That the Minutes of the Ordinary Meeting of the
Council of the City of Broken Hill held
September 29, 2021 be confirmed.

CARRIED UNANIMOUSLY

DISCLOSURE OF INTEREST

Nil.

MAYORAL MINUTES

Nil.

NOTICES OF MOTION

Nil.

RESCISSION MOTIONS

Nil.

REPORTS FROM DELEGATES

Nil.

MATTER OF URGENCY

The Chairperson accepted a motion of urgency from Councillor Browne regarding the upcoming Local Government Elections due to the need for Council to consider this motion due to the timing of the pre-poll period which commences prior to the November Council Meeting.

RESOLUTION

Minute No. 46657

Councillor M Browne moved
Councillor J Nolan seconded

Resolved

1. That the matter of urgency be accepted.
2. That the correspondence be sent to the Electoral Commissioner, Member for Barwon and relevant Minister opposing the Electoral Commission's 100m rule (people handing out 'how to vote' cards must be no closer than 100m to a polling place) which will affect the distribution of campaign material during the pre-poll period and on election day on the grounds that this will hinder the democratic right of candidates to present information to voters and is the disproportional response to health risks given the COVID-19 Reopening Roadmap conditions which will apply after 1 December 2021.

CARRIED UNANIMOUSLY

REPORTS

**ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 169/21 - DATED OCTOBER 12, 2021 -
MORE THAN MINING CAMPAIGN**

11/407

RESOLUTION

Minute No. 46658

Councillor J Nolan moved
Councillor D Gallagher seconded

Resolved

1. That Broken Hill City Council Report No. 169/21 dated October 12, 2021, be received.
2. That Council contributes \$20,000 to Stage 2 of the More Than Mining Campaign.

CARRIED UNANIMOUSLY

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
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ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 170/21 - DATED JULY 15, 2021 - BUDGET CARRYOVERS 2021/22 14/175

Motion

- Councillor B Licul moved) 1. That Broken Hill City Council Report No.
Councillor R Algate seconded) 170/21 dated July 15, 2021, be received.
2. That Council note the carryover budget items as listed below in *Table 1* for the amount of \$37,986,653.

Amendment

- Councillor T Kennedy moved) 1. That Broken Hill City Council Report No.
Councillor R Algate seconded) 170/21 dated July 15, 2021, be received.
2. That Council note the carryover budget items as listed below in *Table 1* for the amount of \$37,986,653.
3. That Council notes with disappointment, its carryovers for the year.

LOST

FOR: Crs R Algate and T Kennedy

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

The original motion was put.

RESOLUTION

Minute No. 46659

- Councillor B Licul moved) 1. That Broken Hill City Council Report No.
Councillor R Algate seconded) 170/21 dated July 15, 2021, be received.
2. That Council note the carryover budget items as listed below in *Table 1* for the amount of \$37,986,653.

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 3 - BROKEN HILL CITY COUNCIL REPORT NO. 171/21 - DATED OCTOBER 15, 2021 - QUARTERLY BUDGET REVIEW STATEMENT FOR PERIOD ENDED SEPTEMBER 2021 12/160

RESOLUTION

Minute No. 46660

- Councillor M Clark moved) 1. That Broken Hill City Council Report No.
Deputy Mayor C Adams seconded) 171/21 dated October 15, 2021, be received.
2. That the 1st Quarterly Budget Review Statement and recommendations be adopted.
3. That Council note the projected 2020/21 operating deficit (before capital) of \$2,431,000.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
OCTOBER 27, 2021

4. That Council note the 2020/21 projected capital budget expenditure of \$48,407,000.

CARRIED UNANIMOUSLY

ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 172/21 - DATED OCTOBER 12, 2021 - INVESTMENT REPORT FOR SEPTEMBER 2021 17/82

RESOLUTION

Minute No. 46661

Councillor J Nolan moved)
Councillor D Gallagher seconded)

Resolved

1. That Broken Hill City Council Report No. 172/21 dated October 12, 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 5 - BROKEN HILL CITY COUNCIL REPORT NO. 173/21 - DATED OCTOBER 14, 2021 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 418, HELD TUESDAY, 5 OCTOBER 2021 11/397

RESOLUTION

Minute No. 46662

Councillor M Browne moved)
Deputy Mayor C Adams seconded)

Resolved

1. That Broken Hill City Council Report No. 173/21 dated October 14, 2021, be received.
2. That the minutes from the Local Traffic Committee – Meeting No. 418, held on Tuesday, 5 October 2021 be received.
3. Item No. 418.6.1 - That the decision for removal of three car parks adjacent the property at 245 Thomas Street be decided by Council, pending submission of a driveway application. The Local Traffic Committee commented if there are no safety implications identified during Council's assessment.
- That the three car parks be removed to allow the resident access to the property and for the remainder to the area between the resident's driveways be hatched to enable parking for motor bikes.
4. Item No. 418.6.3 – That this matter be referred to Council to undertake an investigation and to consider the request in line with Council's Capital Works Program for sealing unsealed roads around the City.

CARRIED UNANIMOUSLY

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 174/21 - DATED SEPTEMBER 09, 2021 - ACTION LIST REPORT 11/21

RESOLUTION

Minute No. 46663

Resolved

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
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Councillor R Page moved)
Councillor D Gallagher seconded)

1. That Broken Hill City Council Report No. 174/21 dated September 9, 2021, be received.

CARRIED UNANIMOUSLY

COMMITTEE REPORTS

ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 175/21 - DATED OCTOBER 07, 2021 - MINUTES OF THE BROKEN HILL HERITAGE COMMITTEE MEETING HELD 23 SEPTEMBER 2021 15/87

Recommendation

1. That Broken Hill City Council Report No. 175/21 dated October 7, 2021, be received.
2. That minutes of the Broken Hill Heritage Committee Meeting held 23 September 2021 be received and noted.
3. That the Broken Hill Heritage Committee be advised that advertising for the two vacant positions will be held over until Council advertises for nominations for all community/industry representatives of all Section 355 Asset and Advisory Committees for the new term of Council, following the 4 December 2021 Local Government Elections.

ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 176/21 - DATED OCTOBER 18, 2021 - MINUTES OF THE BROKEN HILL REGIONAL ART GALLERY ADVISORY COMMITTEE MEETING HELD 8 SEPTEMBER 2021 12/46

Recommendation

1. That Broken Hill City Council Report No. 176/21 dated October 18, 2021, be received.
2. That minutes of the Broken Hill Regional Art Gallery Advisory Committee Meeting held 8 September 2021 be received.

RESOLUTION

Minute No. 46664

Deputy Mayor C Adams moved)
Councillor M Clark seconded)

Resolved

1. That the recommendation of items 7 and 8 be adopted.

CARRIED UNANIMOUSLY

SUPPLEMENTARY REPORTS

ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 177/21 - DATED OCTOBER 21, 2021 - PUBLIC PRESENTATION OF 2020/2021 FINANCIAL STATEMENTS 19/74

RESOLUTION

Minute No. 46665

Councillor D Gallagher moved)
Councillor M Clark seconded)

Resolved

1. That Broken Hill City Council Report No. 177/21 dated October 21, 2021, be received.
2. That Council adopt the financial statements and present the Annual Financial Statements

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
OCTOBER 27, 2021

inclusive of the Auditor's Reports for 2020/21
to the public.

CARRIED

FOR: Crs C Adams, R Algate, M Browne, M Clark, D Gallagher, B Licul, J Nolan, R Page and
D Turley
AGAINST: Cr T Kennedy

QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETING

Nil.

QUESTIONS FOR NEXT MEETING ARISING FROM ITEMS ON THIS AGENDA

From Item 5 – Broken Hill Traffic Committee Minutes 11/397
Councillor Kennedy requested that a disabled parking space adjacent to the dog off-leash area at the Queen Elizabeth Park be investigated.

Broken Hill Skate Rink Roof Replacement – Memorial Oval 20/144
Councillor Kennedy asked whether the entire roof of the Skate Rink at Memorial Oval will be replaced and the timeframe for the works to be completed.

Broken Hill Harness Racing Club 15/22
Councillor Kennedy asked if the General Manager could investigate alternative sites for the NSW Health COVID testing, so that it can be relocated in order for the Broken Hill Harness Racing season to commence as scheduled.

Councillor's evidence of COVID-19 Vaccination 11/21
Councillor Algate referred to the requirements for Councillors to provide evidence of receiving two doses of a recognised COVID-19 vaccination to Council in order to attend Council Meetings and Council facilities; raising concerns regarding the storage of medical information and requested that the records now be destroyed.

Footpath Replacement Works Schedule 20/112
Councillor Licul asked how members of the public can find out where and when the next stage of footpath replacement works will be carried out?

CONFIDENTIAL MATTERS

Nil.

There being no further business the Mayor closed the meeting at 7:29 p.m.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
OCTOBER 27, 2021

THE FOREGOING MINUTES WERE READ)
AND CONFIRMED AT THE ORDINARY)
MEETING OF THE BROKEN HILL CITY)
COUNCIL HELD ON 24 NOVEMBER 2021.)

CHAIRPERSON

MINUTES OF THE EXTRAORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
NOVEMBER 04, 2021

Meeting commenced at 6:00pm.

Due to the current Public Health Order for the State of NSW, the Mayor exercised her powers under Section 226 of the *Local Government Act 1993* to suspend the Code of Meeting Practice procedures while the restrictions under the Public Health Order are in force to allow Councillors to participate in this meeting by audio-visual link if required. 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 (audio-visual link), D. Gallagher,
T. Kennedy (audio-visual link), B. Licul, J. Nolan (audio-visual link)
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.

DISCLOSURE OF INTEREST

Nil.

PURPOSE OF THE MEETING:

The Extraordinary Meeting has been called to consider the following item of business:

1. Broken Hill City Council Report No. 178/21 dated October 28, 2021 – T21/17 Request for Tender – Design of E.P. O'Neill Memorial Park Redevelopment Project – Confidential

RESOLUTION

Minute No. 46666

Deputy Mayor C Adams moved)
Councillor R Page seconded)

Resolved

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

CARRIED UNANIMOUSLY

The meeting moved into closed session at 6:03pm.

CONFIDENTIAL MATTERS

**ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 178/21 - DATED OCTOBER 28, 2021 -
T21/17 - REQUEST FOR TENDER - DESIGN OF E.P O'NEILL MEMORIAL PARK
REDEVELOPMENT PROJECT - CONFIDENTIAL**

D21/47547

(General Manager's Note: This report considers a tender 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. 46667

Councillor B Licul moved)

Councillor J Nolan seconded)

1. That Broken Hill City Council Report No. 178/21 dated October 28, 2021, be received.

2. That Council award T21/17 Tender for Design of E.P O'Neill Memorial Park Redevelopment Project to Barnson for \$437,855.00 (including GST).

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

The meeting resumed in open session at 6:18 p.m.

Councillor Algate left the meeting at 6:18 p.m.

At the Mayor's invitation, the General Manager read the resolution of Council relating to the confidential matter considered in closed session.

There being no further business the Mayor closed the meeting at 6:19 p.m.

THE FOREGOING MINUTES WERE READ)
AND CONFIRMED AT THE ORDINARY)
MEETING OF THE BROKEN HILL CITY)
COUNCIL HELD ON 24 NOVEMBER 2021.)

CHAIRPERSON

MINUTES OF THE EXTRAORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
NOVEMBER 11, 2021

Meeting commenced at 5:30p.m.

Due to the current Public Health Order for the State of NSW, the Mayor exercised her powers under Section 226 of the *Local Government Act 1993* to suspend the Code of Meeting Practice procedures while the restrictions under the Public Health Order are in force to allow Councillors to participate in this meeting by audio-visual link if required. 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 (audio-visual link), D. Gallagher,
B. Licul and R. Page.

General Manager, Chief Assets and Projects Officer, Chief Corporate and
Community Officer, Manager Communications and Marketing, Executive
Manager Growth and Investment Governance Officer and Executive
Support Officer.

Media - nil, Members of the Public - nil.

APOLOGIES:

Councillors T. Kennedy and J. Nolan.

RESOLUTION

Minute No. 46669

Councillor B Licul moved
Councillor M Browne seconded

Resolved

) That the apologies submitted on behalf of
) Councillor Kennedy and Councillor Nolan be
accepted and leave of absence granted.

CARRIED UNANIMOUSLY

PRAYER

Councillor Adams delivered the prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Gallagher delivered the Acknowledgment of Country.

DISCLOSURE OF INTEREST

Nil.

PURPOSE OF THE MEETING

The Extraordinary Meeting has been called to consider the following item of business:

1. Broken Hill City Council Report No. 179/21 - dated November 10, 2021 - Proposed Transport Options - Confidential

MINUTES OF THE EXTRAORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD
NOVEMBER 11, 2021

RESOLUTION

Minute No. 46670

Deputy Mayor C Adams moved)

Councillor B Licul seconded)

Resolved

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

CARRIED UNANIMOUSLY

The Meeting moved into closed session at 5:33p.m. (nil members of the public or media present).

CONFIDENTIAL MATTERS

ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 179/21 - DATED NOVEMBER 10, 2021 -

PROPOSED TRANSPORT OPTIONS - CONFIDENTIAL

D21/48698

(General Manager's Note: This report considers Proposed Transport Options 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).

Minute Number 46671 contained in the confidential minutes of the meeting, records the Council Resolution of Item 1.

The Meeting resumed in open session at 6:01p.m. (nil members of the public or media were present).

At the Mayor's invitation the General Manager provided a statement regarding the resolution of Item 1 advising: "That the resolution of Item 1 remains confidential in accordance with Section 11(3) of the Local Government Act 1993 which relates to the provision to restrict public access to correspondence and reports because they relate to a matter specified in Section 10A(2)(c) regarding information that would, if disclosed confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business; and (d) 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".

There being no further business the Mayor closed the meeting at 6:02p.m.

THE FOREGOING MINUTES WERE READ)
AND CONFIRMED AT THE ORDINARY)
MEETING OF THE BROKEN HILL CITY)
COUNCIL HELD ON 24 NOVEMBER 2021.)

CHAIRPERSON

REPORTS FROM DELEGATES

1. REPORTS FROM DELEGATES NO. 4/21 - DATED NOVEMBER 15, 2021
- ASSOCIATION OF MINING AND ENERGY RELATED COUNCILS NSW
REPORT NOVEMBER 2021 (D21/49342)15

ORDINARY MEETING OF THE COUNCIL

November 15, 2021

ITEM 1

REPORTS FROM DELEGATES NO. 4/21

SUBJECT: ASSOCIATION OF MINING AND ENERGY RELATED COUNCILS
NSW REPORT NOVEMBER 2021 D21/49342

Summary

Council has received a Delegates Report from Councillor Nolan, which contains an end of term report regarding his membership on the Association of Mining and Energy Related Councils NSW (MERC) and a report on the October 2021 Executive Meeting and General Meeting of the Association which was held in Gunnedah.

Councillor Nolan has also provided a copy of Perilya's Broken Hill North Mine Community Consultative Committee's Report for October 2021.

Councillor Nolan's Delegates Report is attached.

Recommendation

1. That Reports from Delegates No. 4/21 dated November 15, 2021, be received.
2. That Councillor Nolan's Delegates Report be received and noted.
3. That Council formally thanks Councillor Nolan for his representation and advocacy for Broken Hill whilst a member of the Association of Mining and Energy Related Councils NSW.

Attachments

1. [Councillor Nolan's Delegates Report](#)
2. [Perilya's Broken Hill North Mine CCC Report for October 2021](#)

J. NOLAN
COUNCILLOR

Association of Mining and Energy Related Councils NSW (MERC) Report November 2021

Final Report

Councillor Jim Nolan is delegate to MERC and current Executive member.

This is the final Merc report for 2021 and the final for me after over 9 years representing Broken Hill on the Peak body for Mining and Energy related City and Shire Councils in NSW. When became a delegate in 2012 it was the Association of Mining Related Councils (AMRC), formed to advocate for the needs of Councils affected by Coal mining and Hard rock (metalliferous) mining.

At that time the incursion of Coal Seam Gas exploration into many Council areas and its effect on underground water was a real issue for many Council areas. Working with members I was able to assist with our Coal Seam gas policy. AMRC working with the NSW Department of Infrastructure and Environment and the NSW Minerals Council as well as Ministers and Shadow Ministers we were able to achieve the stringent Environmental Conditions that have greatly reduced CSG mining in NSW.

On the back of that success, it became apparent to me that we needed to be more active in the Energy space, particularly with the proliferation of Solar and Wind farms. Over a period of two years, I was able to have appropriate changes made to our Constitution so that we became MERC, which has broadened our membership base and has given us leverage with both traditional and renewable Energy Industries as we advocate for member Councils.

I am proud and pleased to have served during this time and have been instrumental in securing significant benefits for Broken Hill over those years. At my first meeting I was able to secure free legal advice around the Perilya rate challenge which assisted Broken Hill City Council in winning that case.

During the first round of Resources for Regions (R4R) I saw another City Council get large Grant Funding while Broken Hill was ineligible to apply. When the criteria for eligibility was reviewed for round two, I worked with the AMRC on our submission to have historic Mining Towns included. Then I worked with our Council General Manager and Mayor of that time on Broken Hill's submission on our inclusion in the program.

When we were included on the R4R eligibility list I assisted with the wording of our application for grant funding for the Civic Centre upgrade. We were successful and were granted \$5.063 M and Broken Hill have been successful in several R4R Grant Funding rounds since then.

However, part way into my second term as a City Councillor I finished as Head Teacher (Trades) at the Broken Hill TAFE Annex. I now earn my living in the Mining Industry and the Power Generation Industry as a Fitter on Shutdown maintenance and Project Construction work. I work for BHP, Rio Tinto, Newcrest and Glencore Mining as well as AGL and Origin Energy. This gives me a great practical interest as well as a strategic and political one which has helped keep my work relevant to MERC and Broken Hill.

Unfortunately, that work now often takes me away from Broken Hill, so I am happy to hand over my role as MERC delegate to any Councillor able to take on this role.

October meeting and quarterly report

Now we have entered 'Covid Normal', MERC is now meeting face to face again with some members choosing to attend via Zoom. As Executive Meetings comprise a smaller group then those will continue to be held entirely via Zoom, thus saving travel time and costs.

Member Councils including Broken Hill continue to receive updates via the MERC monthly newsletter.

The MERC represents the interests of City and Shire Councils which are affected by mining and energy production including solar and wind power. The Association's coverage is currently 19 member Councils which gives us lobbying strength for member Councils at State and Federal level.

MERC has been officially chosen by Resources NSW and the Deputy Premier as the peak body representing City and Shire Councils in NSW affected by Mining and Energy production. Both the Department of Planning, Industry and Environment (DPIE) and the NSW Minerals Council recognize MERC as that peak body.

The Association meets four times per year, twice in Sydney coinciding with NSW State Parliamentary sittings and twice in the regions, hosted on a rotating basis by member Councils. The Association currently represents member Councils

who have either Metalliferous (hard rock) mining, Coal/Coal seam gas mining and/or Energy production including Solar and Wind generation.

Meeteing Summary

Jim attended the MERC October Executive meeting and General Meeting in Gunnedah. Due to Covid restrictions the meeting was unable to be held in Orange. 20 attended the 27 November 2020 AGM and Ordinary meeting including 4 in person, 2 guest speakers and 14 delegates via Zoom.

Speakers via zoom – Megan Dixon, CEO/Director Regional Development, RDA Orana & Jonathon Schipp, Executive Director, Planning & Assessment, Infrastructure Contributions Reform, DPIE.

Megan Dixon, CEO/Director Regional Development, RDA Orana:-

Chair, RDA Orana, Brad Cam, provided a background to delegates on his role and introduced Megan who addressed delegates on what RDA Orana had been undertaking in recent years and the merits of MERC being a member of the Orana Opportunity Network (O2N), outlining the following benefits:

To assist MERC with the delivery of some of strategies in its' Strategic Plan 2020-23;

By connecting MERC to industry and industry networks (including New H2, Hunternet, METS Ignited, Austmine, International Copper Assoc of Australia);

Research opportunities with University of Newcastle, University of Sydney, Charles Sturt University, University of NSW, the NSW Water Sensing Network and the Hydrogen Hub eg UNSW 'The Economic Impacts of Mine Automation at NSW Orana Region' and University of Newcastle on Carbon Neutral research, etc;

Ensuring that all member Councils benefit from the partnership (to be explored) through MERC sharing information, research, being part of the Orana Hi Tech Minerals/Metals Zone, industry development, etc;

Be part of NSW as the Mining State, Innovation Forums, Industry Tours, etc;

Cost of membership relevant to MERC for Associate is \$150pa + GST or as a not for profit organisation, Bronze \$1200pa + GST, with higher Gold Supporter membership of \$10,000 pa etc with varying benefits - access to newsletters, access to publications by O2N, listing on O2N web page, etc – refer to Membership Prospectus;

Would like MERC to become a member of O2N and have an agreement in place by end of the year.

Jonathon Schipp – Executive Director, Planning System Policy, Planning & Assessment, Infrastructure Contributions Reform Unit, DPIE.

Jonathon outlined the DPIE progress with the Infrastructure Contributions Reform legislation {Environmental Planning & Assessment Amendment (Infrastructure Contributions) Bill 2021} pointing where is it up to and what next to expect. Other points made were:

The legislation to implement IPART & Minister's recommendations on the contributions reforms was referred to a Committee to review and they recommended that no further action be taken until such time as more detailed work is done on it;

Expressions of Interest for technical submissions on the Regional Contributions paper is what the SEPP will say and the Framework on how the contributions will be collected and spent in LGA's as close as possible to regions will be sought before the end of October 2021 on the proposed Infrastructure Contributions reform;

The reforms are more about the Hunter, Illawarra & Sydney regional contributions being pooled, not for western region;

Because of the Council elections on 4th December 2021 and caretaker period a month beforehand, the Bill won't be reconsidered until February 2022 when newly elected Councils are back functioning.

Business Arising from Minutes of Executive Committee Meeting held on 13th October 2021

Renewable Energy Zones, Coal Mining & Reliable Energy Supply

Discussion was held on the inadequacies with the existing energy supply networks in Central West Orana LGA's (examples were provided by Cobar Shire, Warren Shire and Lachlan Shire Council delegates) where the need exists to upgrade the network to larger capacities such as 133 - 330kV for mining industry/community to prevent blackouts/brownouts in regional communities; actions needed to prevent renewable energy developments being approved for construction on prime agricultural land near transmission lines; to reduce the cost of energy and to provide more reliability of supply from the grid, etc.

Delegates noted that there is a lot of misinformation being circulated in the media on the benefits or otherwise of renewable energy options and coal mining which needs attention. Accordingly, it was agreed that there is a need for MERC to develop a discussion paper for consideration and distribution to member councils to clarify the issues and provide details to overcome the misinformation to assist members to formulate respective strategies, where required.

Resolved that a working party be formed consisting of Cr Figliomeni (Wollongong City Council), Cr Mark Hall (Lachlan Shire Council) and Cr Chris Roylance (Forbes Shire Council or nominee) to develop a discussion paper for MERC to consider and hereafter for distribution to members on the issues relating to the advantages/disadvantages of renewable energy and coal mining energy supply options to assist members to manage any local concerns.

General Business

Next Meetings - It was confirmed that the next Ordinary & AGM is to be held in Orange on Friday 11th March 2022.

Recognition of Departing Delegates - delegates acknowledged the contribution made by all departing delegates and wished them well for the future. Councillors Hasler and Nolan thanked delegates for their support and good wishes.

RDA Orana – Membership of Orana Opportunity Network (ON2)

OM 39/2021 Resolved (Cr Hooke/Cr Hall) that the proposal and prospectus papers submitted to MERC from RDA Orana be referred to delegates seeking their feedback on whether MERC should join the Orana Opportunity Network for the MERC Executive Committee to determine.





Update

Description	Progress
MOD 3 Application <ul style="list-style-type: none">• Increase North Mine approved production• Increase No3 shaft ventilation fan output	Scoping meeting held with DPIE Consultation with EPA, BHCC and NSW Health Third party Air Quality Assessment and Human Health Risk Assessment finalised 20 October Application report submitted to DPIE, 25 October
Historic Heritage Management Plan	Submitted to DPIE and NSW Heritage Council for consultation and review
Rehabilitation Strategy	Submitted to DPIE for review and consultation
Rehabilitation Management Plan	To be developed upon acceptance of RS
Mine Operating Plan (MOP), now Rehabilitation Management Plan (RMP)	Submitted to Resource Regulator, May 2021



COVID-19

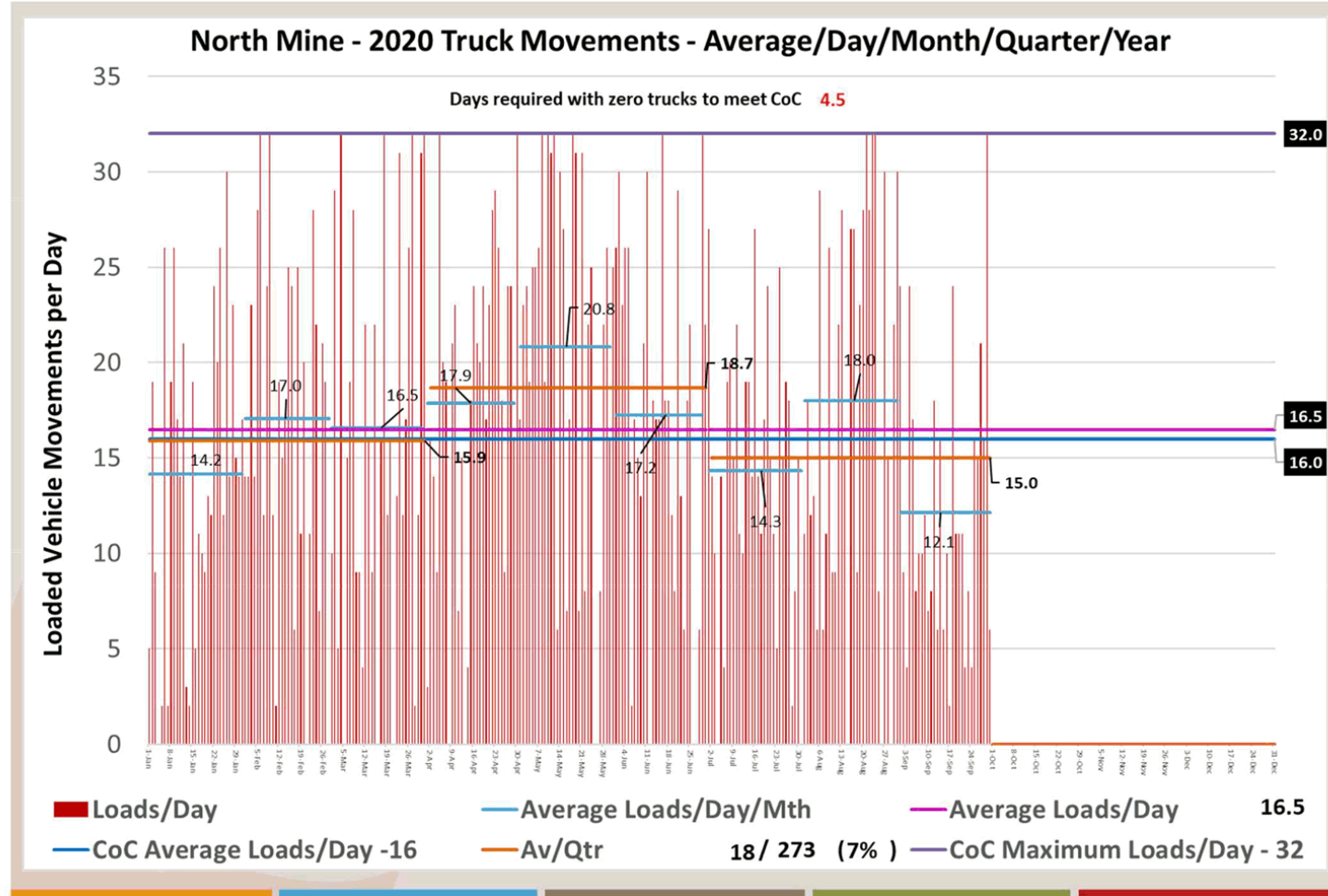
COVID-19 arriving in Broken Hill has affected operations with a large number of shifts lost due to COVID-19. Issues include, COVID-19 testing, flu like symptoms and interstate travel restrictions. To date we have kept it off site, although with some scares.

Controls re-implemented/implemented include:

- Mandatory wearing of masks on site.
- Reinforcement of social distancing, where practicable.
- Reinforcement of personal hygiene practices.
- Rapid antigen testing, for those who are determined to present a risk.
- Daily online COVID-19 Declaration which includes questions around:
 - Flu like symptoms.
 - NSW Health notified self or household member as close or casual contact
 - Volunteered COVID-19 test and result
 - Travel to Broken Hill, in the past 14 days, dependent on worker's vaccination status they undergo rapid antigen test/s or 14 days site isolation.
- Daily online Work Contact Declaration, workers need to declare equipment operated and persons they had >10 minutes contact with during shift.

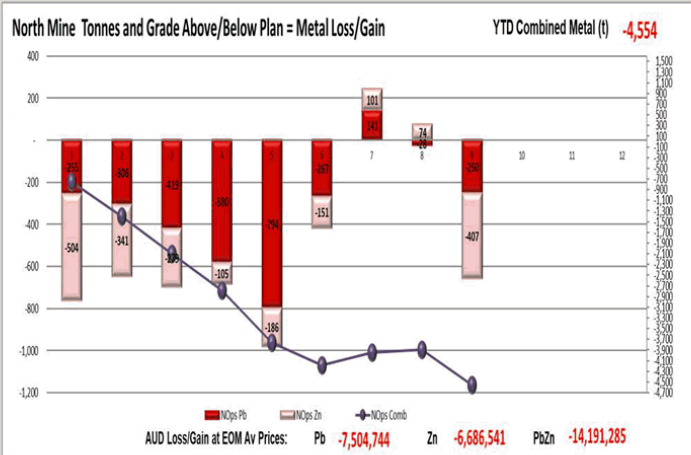
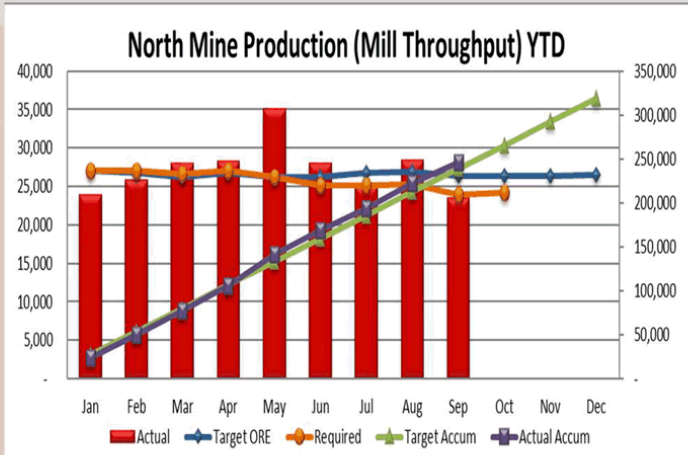
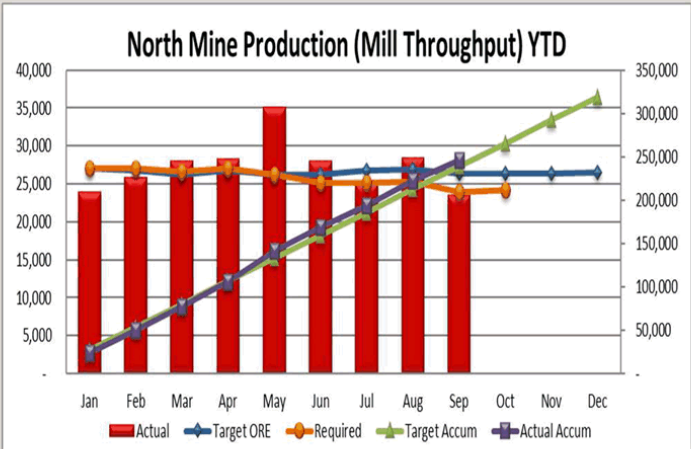
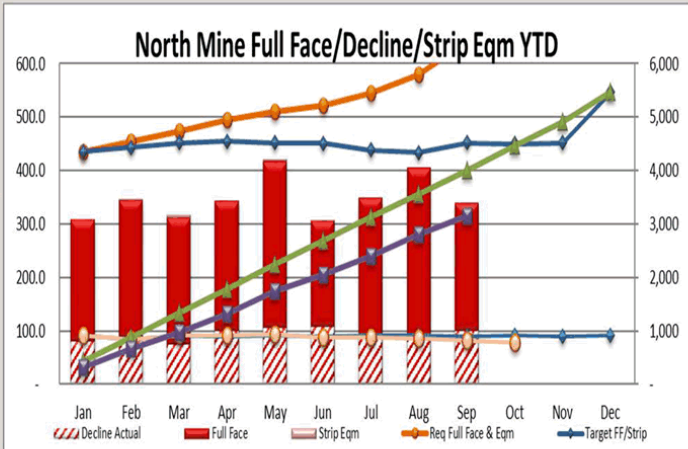


Truck Movements





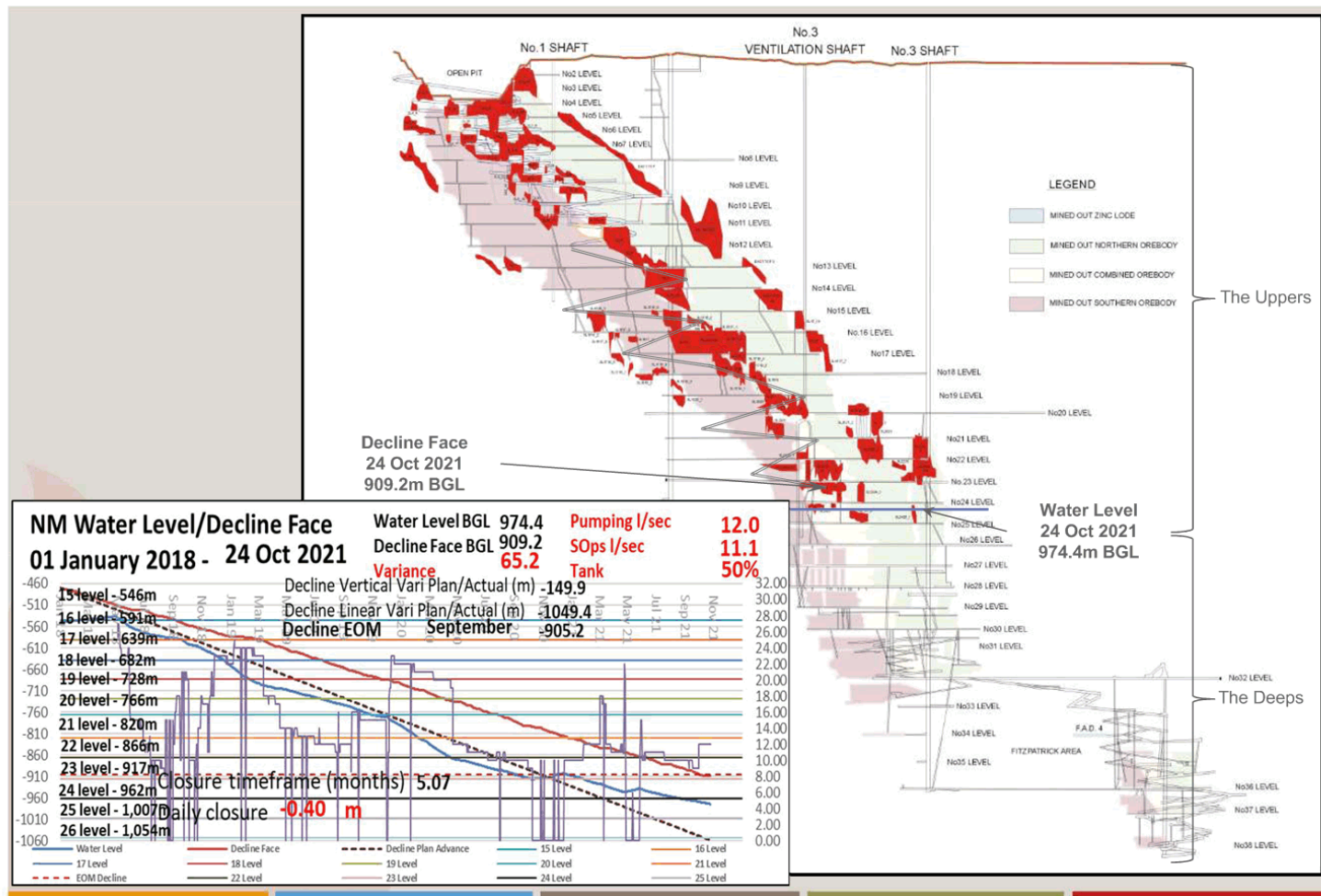
KPIs





North Mine ROM







BDT





North Mine Project - Community Concerns

Community complaints project to date:

Date	Via	Description	Response
03/10/17	MCC	Noise from trucking	Complaint registered
19/11/17	EPA	Noise from trucking	Instruction issued to workers, no trucking to surface after 19:00, and to limit in-pit tip so far as practicable on night shift
10/04/18	EPA	Noise from equipment	Identified that noise was from shift-start equipment tramming to ramp. Reiterated no trucking to surface after 19:00. Investigating fitment of "surface running" mode on trucks and loaders to limit output on the surface. Investigating having db reading boards displayed so workers can understand potential community impacts
20/04/18	EPA	Low drone noise	Noise monitoring in place, 4 level vent fans turned off to understand impact and if they are noise source.
01/02/19	BDT	Water leak	Plasson fitting split on raw water poly pipe, repaired.

How can community members contact Perilya?

- Mine Control Centre – (08) 8088 8999 – manned 24/7
- Mail – PO Box 5001, Broken Hill NSW 2880
- Security Gate – Southern Operations, Wentworth Road, Broken Hill



Next Three Months

Work to be undertaken in the next 3 months:

Description			
Liaise with DPIE re MOD 3			
Continue mining operations			
KPI	October	November	December
Ore (t)	26,341	26,419	26,451
Headgrade PbZn	8.31	7.83	7.25
Development (m)	449.7	452.2	546.2
Decline (m)	91.7	88.8	91.7



Thank You

REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 180/21 - DATED
NOVEMBER 01, 2021 - END OF TERM REPORT 2016 - 2021
(D21/47999)33
2. BROKEN HILL CITY COUNCIL REPORT NO. 181/21 - DATED
NOVEMBER 01, 2021 - DRAFT ANNUAL REPORT 2020/2021
(D21/48004)95
3. BROKEN HILL CITY COUNCIL REPORT NO. 182/21 - DATED OCTOBER
21, 2021 - CODE OF CONDUCT COMPLAINTS STATISTICS ANNUAL
REPORT - 2020/2021 (D21/47997).....351
4. BROKEN HILL CITY COUNCIL REPORT NO. 183/21 - DATED
NOVEMBER 12, 2021 - DRAFT AGENCY INFORMATION GUIDE
(D21/49281)355
5. BROKEN HILL CITY COUNCIL REPORT NO. 184/21 - DATED
SEPTEMBER 30, 2021 - ADOPTION OF THE DRAFT BUSINESS
SUPPORT POLICY (D21/47944)380
6. BROKEN HILL CITY COUNCIL REPORT NO. 185/21 - DATED
NOVEMBER 05, 2021 - INVESTMENT REPORT FOR OCTOBER 2021
(D21/48123)392
7. BROKEN HILL CITY COUNCIL REPORT NO. 186/21 - DATED
NOVEMBER 16, 2021 - COMMUNITY ASSISTANCE GRANTS AWARDED
FOR ROUND 2 OF 2021/2022 (D21/49964)405
8. BROKEN HILL CITY COUNCIL REPORT NO. 187/21 - DATED
NOVEMBER 11, 2021 - MINUTES OF THE LOCAL TRAFFIC
COMMITTEE - MEETING NO. 419 HELD ON THURSDAY, 28 OCTOBER
2021 (D21/49138)411
9. BROKEN HILL CITY COUNCIL REPORT NO. 188/21 - DATED
SEPTEMBER 09, 2021 - ACTION LIST REPORT (D21/48003)427

ORDINARY MEETING OF THE COUNCIL

November 1, 2021

ITEM 1**BROKEN HILL CITY COUNCIL REPORT NO. 180/21****SUBJECT:** **END OF TERM REPORT 2016 - 2021****D21/47999****Recommendation**

1. That Broken Hill City Council Report No. 180/21 dated November 1, 2021, be received.
2. That the End of Term Report 2016-2021 be received by Council.
3. That Council publish the End of Term Report 2016-2021 on its website.

Executive Summary:

The *Local Government Act 1993* requires an Annual Report to be prepared within five months after the end of each year, and in the year that an ordinary election of councillors occurs it must also report Council's achievements in implementing the Community Strategic Plan over the previous four years. This additional report is known as the 'End of Term Report.'

The Integrated Planning and Reporting Framework states that the End of Term Report must be '*Tabled at the last meeting of the outgoing council*' and '*included in the annual report due 30 November in the year in which an ordinary election is held*'.

Report:

The End of Term Report is the outgoing Council's report to the community on its progress in implementing the Community Strategic Plan during its term and focuses on the initiatives Council has had direct influence over during this period.

The End of Term Report 2016-2021 provides the highlights of Council's achievements in implementing the actions adopted from the Community Strategic Plan 2033 during its term.

Due to COVID-19 (novel coronavirus) and the postponement of the 2020 Local Government elections, the End of Term Report includes a further 12-month term. The next End of Term Report will include achievements over a 3-year period, coinciding with the term of the new Council following the 2021 Local Government elections.

Community Engagement:

Council meeting business papers for 24 November 2021. Following its presentation to Council, the report will also be published on Council's website.

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, Sect 428 - Annual reports

428 Annual reports

(1) Within 5 months after the end of each year, a council must prepare a report (its "annual report") for that year reporting as to its achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.

(2) The annual report in the year in which an ordinary election of councillors is to be held must also report as to the council's achievements in implementing the community strategic plan over the previous 4 years.

Financial Implications:

Measures and actions identified in the Community Strategic Plan and subsequent Delivery Program and Operational Plan, are adopted in accordance with Council's Long Term Financial Plan and annual budgets.

Attachments

1. [↓](#) End of Term Report 2016-2021

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL
GENERAL MANAGER





QUALITY CONTROL		
KEY DIRECTION	4. Our Leadership	
OBJECTIVE	4.1 Openness and Transparency in Decision Making	
STRATEGY	4.1.1 Support the organisation to operate its legal framework	
FUNCTION	Corporate Services	
RESPONSIBLE OFFICER	General Manager	
EDRMS REFERENCES	16/104 – D21/26671	
DATE	July 2021	
COMPANY	Broken Hill City Council	
PHONE NUMBER	08 8080 3300	
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au	
DATE	ACTION	MINUTE NO.
24 November 2021	Presented to Council	N/A
NOTES	Front Cover Image: Town Hall Façade - 2018 Heritage Festival Images sourced from Council's Image Library © Copyright Broken Hill City Council 2018	
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Delivery Program Key Performance Indicator Progress Reports for period ending 30 June 2017, 2018, 2019, 2020, 2021 Disability Inclusion Action Plan Key Performance Indicator Progress Reports for period ending 30 June 2017, 2018, 2019, 2020, 2021 Annual Reports 2016/17, 2017/18, 2018/19, 2019/20, 2020/21	

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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INTRODUCTION

Under the NSW Government's Integrated Planning and Reporting Legislation for Local Government, Broken Hill City Council is required to produce a report on its progress in implementing the Community Strategic Plan during its term in office. This report is called the End of Term Report and is prepared for presentation to the final meeting of the outgoing Council.

In March 2020 and at the onset of the COVID-19 pandemic, the Minister for Local Government announced the postponement of the 2020 NSW Local Government elections for 12 months. In late July 2021, the Minister announced the NSW Local Government elections would be further postponed until 4 December 2021, in response to the current COVID-19 situation in NSW.

The Community Strategic Plan has four Key Directions known as Our Community, Our Economy, Our Environment and Our Leadership, which detail the objectives with community focussed outcomes for each of the objectives. The End of Term Report is developed in accordance with this.

KEY DIRECTION 1 – OUR COMMUNITY

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

KEY DIRECTION 2 – OUR ECONOMY

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

KEY DIRECTION 3 – OUR ENVIRONMENT

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

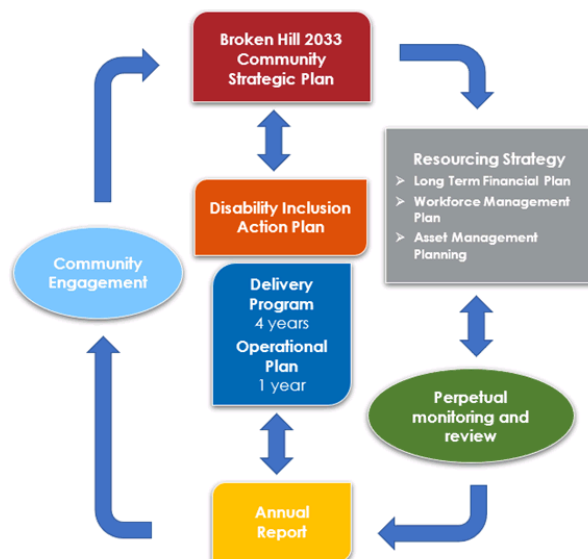
KEY DIRECTION 4 – OUR LEADERSHIP

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

INTEGRATED PLANNING AND REPORTING – LINKING THE PLANS

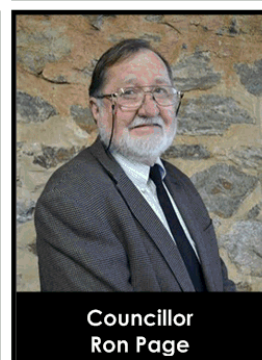
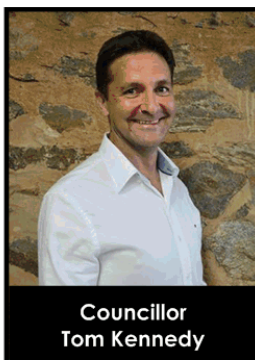
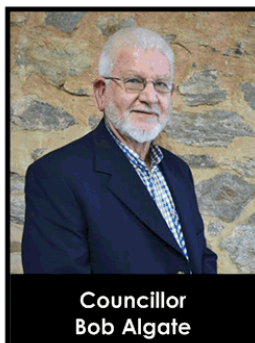
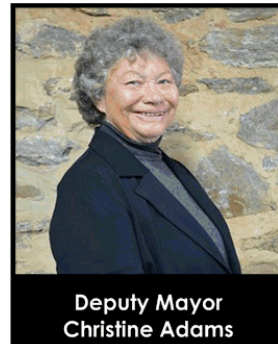
Measuring the Community Strategic Plan under the Integrated Planning and Reporting framework, Council used the Community Strategic Plan to determine which goals and strategies could be implemented at a Local Government level. These goals and strategies are included in Council's four-year Delivery Program. Progress reports are provided to the Council with respect to the principal activities detailed in the Delivery Program, at least six monthly.

To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a Resourcing Strategy is prepared to address long term financial management, asset management and workforce planning. The Operational Plan is a plan which focuses on the short term. It provides a one-year detailed plan of which activities and projects from the Delivery Program will be implemented. Each year, our success in achieving the goals and strategies set out in these plans are reported through Council's Annual Report.



MAYOR AND COUNCILLORS

Local Government elections were held in September 2016 and the following 10 Councillors were elected for a 4 year term. With the postponement of the Local Government Elections from September 2020 to December 2021, the elected Councillors remained in office for an additional 15 months.



- Councillor Gallagher was elected as Deputy Mayor from September 2016 to September 2017.
- Councillor Browne was elected as Deputy Mayor from September 2017 to September 2018.
- Councillor Browne was elected as Deputy Mayor from September 2018 to September 2019.
- Councillor Adams was elected as Deputy Mayor from September 2019 to September 2020.
- Councillor Adams was elected as Deputy Mayor from September 2020 to December 2021.






















KEY DIRECTION 1 – OUR COMMUNITY

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

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



KEY DIRECTION 1 – OUR COMMUNITY

Responsible Pet Ownership 2016-2021 (unless otherwise stated)				
Grants Received	# Dogs Returned to Owner	# Dogs Release for Rehoming	# Dogs and Cats Microchipped	# Cats Desexed 2020/21
 \$10,000	 1,234	 1,327	 1,243	 200
Library Services 2016-2021 (unless otherwise stated)				
Library Membership at 30/06/2021	# Books Loaned - Outback Library Service	# Public using Library Wi-Fi	# Public using Library Computers	# Library Visitors
 6,773	 6,683	 13,671	 38,197	 243,187
Art Gallery and Museum 2016-2021				
# Art Gallery Visitors	# Art Gallery Exhibitions	# Art Gallery Events	# Museum Visitors	# Museum Events
 95,929	 113	 673	 43,358	 32
Infrastructure – Asset Management 2016-2021				
Value of Assets Managed	Major Projects Expenditure	# Parks, Sportsgrounds Maintained		# S355 Community Committees
 \$250M	 \$9.27M \$1.95M \$1.8M \$13.02M	 9	 7	 11
				# Aquatic Centre Visitors
				 619,494
<p>CEMETERY ROSE GARDEN EXPANSION</p> <p>Providing suitable land within the Cemetery reserve and developing it for future use has been a high priority for Council.</p> <p>As part of the 2019/20 Cemetery expansion project, 390 new plots were developed within the Cemetery Rose Garden.</p> <p>Council also installed irrigation, garden bed loam, mulch and new rose plantings to complete the project.</p>				

ACHIEVEMENTS IN OUR COMMUNITY

People in our community are in safe hands

Key Highlights

SMART COMMUNITY FRAMEWORK – In 2016, Council partnered with Telstra and Metamorph Consulting to develop a Smart Community Framework for Broken Hill. The framework was developed in consultation with the community to build a smarter Broken Hill that enhances quality of life, stimulates economic development, improves security, secures sustainability and crafts social engagement into the fabric of our community.

This meant listening to and incorporating feedback from a diverse group of stakeholders representing the community. Local organisations, businesses and relevant Council departments all contributed to this process.

Stakeholder and community views were captured by Council and opportunities and benefits that smart technologies can provide to the region were discussed. Valuable insights into the challenges, drivers, needs and expectations of the community were highlighted, to illustrate what a Smart Broken Hill looks like and means to the community and Council.

Council adopted the Smart Community Framework – Building a Smarter Broken Hill in 2017. The development and implementation of this framework commenced with the upgrade of audio-visual equipment at the Broken Hill Civic Centre. It also included programs across the City such as free public Wi-Fi in Argent Street, Patton Street, Broken Hill Regional Airport and the Visitor Information Centre.

From this framework and to address safety concerns, Council adopted a Smart Lighting and CCTV Solution to be installed in Sturt Park, Patton Park and Council's Administrative Centre. CCTV and Smart Lighting powered by renewable energy was installed in Sturt Park and Patton Park in 2018 and following this, additional CCTV was installed at various locations around the City. As part of the CCTV Solution, Council designed and implemented a CCTV Program to assist Council and the NSW Police Force to work together to help provide a safer environment, reduce crime levels by deterring potential offenders, aid crime detection and the apprehension of offenders.



- **Promoted a whole of community approach aimed at reducing preventable crime and nuisance by:**
 - Maintaining partnerships with NSW Police Force to maximise public safety through the development and implementation of CCTV Memorandum of Understanding with Barrier Police District
 - Adopting Smart Community Framework and installing CCTV and Smart Lighting at community hotspots and Council assets
 - Administration Building
 - Broken Hill Regional Airport
 - Broken Hill Regional Art Gallery
 - Broken Hill Aquatic Centre
 - Broken Hill Cemetery
 - Albert Kersten Mining & Minerals Museum
 - Charles Rasp Memorial Library
 - Civic Centre
 - Companion Animal Shelter
 - Patton Park
 - Sturt Park
 - Waste Management Facility
 - Waste Management Facility Weighbridge
 - Re-establishing Alcohol-Free Zones to maintain public safety and order
- **Strengthened and encouraged partnerships that promote a coordinated approach to community safety by:**
 - Facilitating Local Emergency Management Committee Meetings
 - Facilitating Local Traffic Committee meetings
- **Maintained public safety and order by updating street signage**

COMPANION ANIMAL SHELTER - In 2016, an expired operating licence provided the opportune time for Council to investigate the return of a Council operated Companion Animal Shelter and subsequently Council resolved to do so. An existing Council owned site at the Broken Hill Airport was identified as Council's preferred location for the new shelter. Delays were experienced in engaging a suitable contractor. however, in 2019 a contractor with the ability to undertake majority of the works was selected – local company Paul Bartlett Builders, with the public car park completed by Council's Outdoor Staff. Council commenced operating the Companion Animal Shelter in February 2020, providing 16 animal cages, with some dedicated to declared dangerous dogs. The shelter also contains a cattery and two outdoor exercise yards.



SCORES ON DOORS PROGRAM - In 2016, Council introduced a voluntary program titled "Scores on Doors". This voluntary program, in conjunction with the NSW Food Authority Scores on Doors Program, is designed to promote food safety and hygiene requirements. It lets the public know how well local restaurants, takeaway shops, bakeries, pub bistros, hotels, clubs and cafes are complying with NSW hygiene and food safety requirements.

The aim of the program is to improve food safety standards and to reduce the instance of foodborne illness in the retail food industry. Following a standard food safety inspection during the term, Council's Environmental Health Officer issued a certificate with a star rating representing the hygiene status of the food business assessment. The star rating for the assessed businesses were also then displayed on Council's website. During the term, 281 food businesses were assessed through the Scores on Doors program.

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

ENVIRONMENTAL HEALTH AND COVID-19 SAFETY INSPECTIONS - Local councils were asked by the NSW Government to conduct COVID-19 Safety Inspections for cafes and restaurants in their local government areas. This was to ensure that as per the Public Health Order, all cafes and restaurants that had the capacity for customers to dine-in, had a COVID-19 Safety Plan and were taking all practical measures to ensure that businesses were complying with the Public Health Order.

Council's Environmental Health Officer carried out 26 initial COVID-19 Safety Inspections. Re-inspections were conducted for businesses that required follow up due to missing a key component of the COVID-19 Safety Inspection such as an incomplete COVID-19 Safety Plan or lack of COVID-19 signage.

- **Increased community awareness of safer community initiatives to maintain public order, health and safety by:**
 - Constructing and operating the Companion Animal Shelter
 - Providing Companion Animal Control
 - Undertaking compliance inspections of declared dangerous and restricted dogs
 - Undertaking Companion Animal compliance door knock programs
 - Subsidising pet desexing programs
 - Providing Companion Animal information via social media and Council website
 - Implementing 'Scores on Doors' voluntary food safety program
 - Undertaking food business assessments, skin penetration business assessments, public swimming pool inspections, caravan park assessments, boarding house assessments, cooling tower assessments, mortuary and crematorium assessments
 - Undertaking inspections of private swimming pools
 - Implementing parking compliance License Plate Recognition software
 - Installing Smart Parking at the Airport
 - Promoting parking compliance and safety surrounding school zones
- **Maintained public health and safety by undertaking COVID-19 Safety inspections**

ACHIEVEMENTS IN OUR COMMUNITY

Our community works together

Key Highlights

VOLUNTEER STRATEGY - The Broken Hill Volunteer Strategy takes a proactive approach to support and grow the volunteer workforce in Broken Hill; introducing actions to address the predicted decline in volunteer numbers, identifying opportunities to encourage new volunteers and to celebrate the achievements of our volunteer workforce.

The strategy was developed in consultation with the Volunteer Working Group, providing a roadmap to support, encourage and celebrate volunteers in our community.

Council supports volunteering to:

- Develop and strengthen the links between Council and the community
- Provide personal and organisational development opportunities
- Tap into the skills, experience, talents, energies, ideas and knowledge of people in our community

Council incorporated several options to support, promote and celebrate volunteering in Council and in the community. These include:

- Facilitate and participate in a volunteer working group to encourage increased participation in volunteering
- Recognise the contribution of volunteers through an annual event
- Encourage the community to nominate persons for a volunteer award
- Encourage volunteers to assist with environmental activities

The Strategy was the foundation for the Broken Hill United campaign, the Broken Hill Volunteer Recognition Card and the annual Volunteer Awards, including the annual Nydia Edes Hall of Fame/Volunteer of the Year recipient.

VOLUNTEER AWARDS - Volunteers are the lifeblood of our community and in recognition of this Council held annual Broken Hill Community Volunteer Awards ceremonies during the term, to show appreciation and celebrate contributions made by Volunteers.

The Awards recognised outstanding individuals, groups and organisations in categories of Community, Cultural, Environment, Event, Health and Social Services, Manager/Supervisor, Tourism, Sporting, Youth, Emergency Services and People's Choice. The winner of the prestigious Nydia Edes Hall of Fame Award was also selected annually from this group and awarded at the Awards Ceremony.

- **Supported and promoted the strong volunteer base engaged in Broken Hill by:**
 - Developing and implementing a Volunteer Strategy
 - Encouraging nominations for Volunteer Awards
 - Conducting annual Volunteer Awards ceremonies
 - Actively supporting and facilitating Volunteer Working Group
 - Actively supporting Tidy Towns volunteers
- **Developed relationships to create opportunities by:**
 - Working in partnership with organisations to enhance community development, strengthen relationships with young people, undertake community events and engagement
 - Participating in NAIDOC Week Organising Committee and assisting to facilitate NAIDOC Week and NAIDOC Family Fun Day
 - Working with community and Section 355 Committees to facilitate upgrades, repairs and maintenance of ovals and sportsgrounds
 - Alma Oval facilities upgraded
 - E.T. Lamb Memorial Oval equipment storage shed installed and change rooms refurbished
 - Memorial Oval facilities upgraded
 - Norm Fox Sporting Complex facilities upgraded
 - Picton Oval facilities upgraded
- **Openly shared information to allow participation and inclusion by:**
 - Providing a Community Directory on Council website to promote community organisations and services
- **Provided resources to facilitate community social capital and activities:**
 - Aged Persons Rest Centre
 - Albert Kersten Mining & Minerals Museum
 - Broken Hill Regional Art Gallery
 - BUI Band Hall
 - Civic Centre
 - Sturt Park, Patton Park, Queen Elizabeth Park, AJ Keast Park, North Family Play Centre Park, Duff Street Park, Duke of Cornwall Park
- **Worked with community to rename Airport Road to Pro Hart Way**
- **Facilitated transition of Shorty O'Neil Village to Eureka Group Holdings Limited**
- **Facilitated transition of Community Services to LiveBetter**

YMCA PARTNERSHIP - In 2018, Council partnered with the YMCA to provide a staff resource working in Community Development across both organisations in a part time capacity. The Community Development Officer was employed by YMCA NSW and contracted to complete 12 hours working for Council on planning and reporting in the community sector. This position was in place for two years and allowed Council to develop a Reconciliation Action Plan, enhance relationships with young people and to partner with the YMCA and other organisations to execute community events.

COMMUNITY DEVELOPMENT – To continue the Community Development works established through the YMCA partnership, Council employed a part time Community Development Officer in July 2020. This enabled further interaction with the community to undertake community engagement for the Community Strategic Plan, complete the Reconciliation Action Plan and ensure the continued engagement of community members in the Reconciliation Action Plan Working Group.

Council's commitment to enhancing the liveability of the City has been expressed in part by the execution of grant funded community events and programs. In recent years, Council has facilitated events and programs to celebrate Youth Week, Seniors Week, Women's Week and various youth events such as the L.E.D. Colour Run held at Sturt Park and Summer break activities held at the Regional Aquatic Centre.

PRO HART WAY – An application was submitted to Council in October 2018, to rename Airport Road to Pro Hart Way, in recognition of Pro Hart – Broken Hill local and world-renowned artist. The road is the entry/exit point for the Broken Hill Regional Airport, a site that is Pro Hart themed with sculptures scattered throughout the car park and a large mural inside the Airport Terminal painted by the artist. Pro Hart is synonymous with tourism in Broken Hill and it was fitting that the entry/exit for Broken Hill, be recognised in such a way.

Following community consultation and receipt of formal application approval, Council erected the signs for Pro Hart Way in September 2019, bearing the dragonfly for which Pro Hart was famous.



ACHIEVEMENTS IN OUR COMMUNITY

Our history, culture and diversity is embraced and celebrated

Key Highlights

HERITAGE FESTIVALS - The inaugural two-week Heritage Festival organised by the Broken Hill Heritage Committee, launched in April 2018 and coincided with the National Trust's nation-wide Heritage Festival.



The launch was held behind the Town Hall Façade with the event "Our Heritage - Perfectly Highlighted". This event featured a variety of photos from Broken Hill's past, projected onto the rear of the historic Façade, old-time music and food and drinks. Following the light show there were numerous events to showcase and explain our architectural history, including tours of historic buildings and sites, exhibitions and storytelling.

The Heritage Festival became an annual event and was themed each year to celebrate the reasons our city earned the honour of National Heritage listing. The Perfectly Highlighted projection lighting event at the Town Hall Façade launched the 2019 Heritage Festival, with approximately 1,500 people attending over three nights. This event once again drew positive feedback from both locals and visitors and activated Argent Street over the course of projections.

The 2019 Heritage Festival took in a broad range of events from walk tours, mine tours, art exhibition and open days with on average 40 people attending. The Mining Our Own Business – Reunion Dinner was held during the Heritage Festival and was attended by 80 people. Attendees heard from mining and union leaders, both local and ex-local, on personal journeys, the impact of mining in the City and the nation, as well as its role in the future of Broken Hill.

- **Celebrated culture and community by:**
 - Providing calendar of local programs and events on Council's website
 - Facilitating New Year's Eve celebrations and Fire Works
 - Encouraging nominations for Australia Day Awards
 - Facilitating Australia Day Awards ceremony
 - Facilitating Australia Day celebrations
 - Facilitating Heritage Festivals
 - Facilitating John Reid Heritage Awards
 - Facilitating Civic Debutante Ball
 - Facilitating Christmas Pageant and After Party, including Float Awards
 - Facilitating Maari Ma Indigenous Arts Awards
 - Facilitating Pro Hart Outback Open Art Prize
 - Supporting signature festivals and events such as Broken Hill Festival, Perfect Light Film Festival, Broken Hill Fringe Festival, St Pat's Races, Agfair, Carols by Candlelight, Heritage Festival
- **Preserved historic records by:**
 - Managing Archives in accordance with State Records Act NSW 1998 and facilitating access to records
 - Digitisation of the Broken Hill Regional Art Gallery collections and the Albert Kersten Mining & Minerals Museum mineral collection
 - Undertaking significance assessments of the Broken Hill Regional Art Gallery art collections and Line of Lode mining artefacts
 - Conservation of the Ralph O'Connor Negatives collection
 - Conservation of "Vae Victis, The Sack of Morocco" painting

2021 saw the return of the Heritage Festival after it was cancelled in 2020 due to COVID-19. The rear of the Town Hall Façade was once again turned into a giant projection screen showcasing images from the Outback Archives focusing on the City's cultural history. As in previous years, this display saw some 1,500 people attend over 4 nights.

Other events held across the 2021 Easter weekend Heritage Festival included the Cemetery Tour, Heritage Walk Tours of the CBD. The John Reid Memorial Heritage Awards were presented at a dinner held in The Old Brewery. Awards were presented to The Historical Society for their extensive work in preserving the history of Broken Hill; and Silverton and Stephen Radford and Margaret McBride for their restoration of the old West Darling Hotel, now The Broken Hill Pub.

DIGITISATION OF ART AND MINERAL COLLECTIONS

- The digitisation of art and mineral collections project was funded through a grant from Create NSW. Project funds were used to employ a Collection Project Manager and a Collection Project Assistant for a period of two years and to purchase the EMu Collection Management System, camera and lighting equipment.

The project commenced in October 2018 with the appointment of the Collection Project Manager, Eileen Wright. A studio space was set up at the Art Gallery, staff were trained in the EMu system, existing data was migrated to EMu and digitisation commenced in early 2019

As well as photography, the process of digitisation also included cleaning artworks and minerals, undertaking condition assessments and recording detailed information about each item into EMu. Photographs were edited and saved in a variety of digital formats and uploaded to EMu.

A total of 2,834 items were digitised throughout the project, including 1,909 Broken Hill Regional Art Gallery items of prints, paintings, drawings, photographs, mixed media, sculptures, decorative arts, fibre/textile, multimedia; 883 items from the Albert Kersten Mining & Minerals Museum mineral collection and 42 Council public art assets.



Throughout the project significant time was applied to establishing the copyright status of artworks and contacting copyright holders to gain permission to upload images to an online database. Due to this project 1,350 of the 1,909 artworks in the collection will now be accessible to the public online and a process has been established for Gallery staff to continue the process of obtaining copyright permissions.

The digitisation of the Broken Hill Regional Art Gallery and Albert Kersten Mining & Minerals Museum collections has resulted in the creation of a completely new resource that will allow for a variety of future projects in both venues.

Access to detailed information on the collections will allow staff to create public programs and exhibitions more easily and this will improve community access to and participation with the collections. The detailed cataloguing and photographing of the collections permits searchability of the collection database for research and curatorial purposes. In addition, the creation of a publicly available online database will permit members of the public both in the local Broken Hill and wider areas, to view artworks and minerals held in the collections. This in turn will increase the visibility of the treasures held in Broken Hill and promote tourism to the area to view the collections in person.

FESTIVAL AND EVENT SPONSORSHIP AND SUPPORT

- During the term Council supported a wide range of events including developing a Memorandum of Understanding with the City's two signature events being St Pat's Races and the Broken Hill Festival.

Other events supported during the term included:

- Heritage Festival
- Perfect Light Film Festival
- Carols by Candlelight
- Community Heritage Festival
- NSW State Rural Women's Gathering
- Broken Hill Fringe Festival
- Regional Development Australia Far West Excellence in Business Awards
- Albert Morris Award for Regeneration Areas – Australian Association of Bush Regenerators
- South Australia Swimming Championships
- Silver City Desert Race
- Agfair
- Ride for Sick Kids
- Wind and Solar Art Prize – Broken Hill Art Exchange
- Rotary Club of Holdfast Bay – 2019 District 9520 Conference
- Motorcycling Australia – Australian Off Road Championships



ACHIEVEMENTS IN OUR COMMUNITY

Our built environment supports our quality of life

Key Highlights

BROKEN HILL LOCAL STRATEGIC PLANNING STATEMENT

2020-2040 - Broken Hill is reinventing itself to become a more resilient service centre for the Far West Region of NSW, with a strong focus on health and educational services, commercial activation, heritage, culture and tourism, industry and freight logistics, sustainable power generation and other infrastructure, as well as continued mining of high value ore bodies. Given the potential for changes in population, business opportunities and in the environment, we need to plan for growth and development.

Broken Hill City Council welcomes the opportunities afforded under the Local Strategic Planning Statement process, to prioritise the actions and initiatives that will drive the economy and generate jobs, as well as lift standards in the environment, health, education, transport, housing, industry and tourism sectors. Much of the work for the Local Strategic Planning Statement has already been documented in the Broken Hill Community Strategic Plan 2033 and Council's Advocacy Strategy for Broken Hill. The Broken Hill Local Strategic Planning Statement focuses on the key land-use planning issues and actions required to be implemented into the future.

The Broken Hill LSPS 2020-2040 takes into consideration the following:

- Far West Regional Plan 2036.
- Far West Regional Economic Development Strategy 2018-2022.
- Broken Hill Community Strategic Plan 2033 - Your Hill. Your Home. Your Vision.
- Broken Hill Local Environmental Plan 2013.
- Broken Hill Development Control Plan 2016.

The Broken Hill LSPS translates the vision and priorities expressed in all these planning policies into specific land-use planning actions for the Local Government Area. The LSPS planning priorities and actions will provide the rationale for decisions about how we will use our land to achieve the community's broader goals.

- **Maintained the character of our historic City through good design by:**
 - Finalising and commencing prioritised actions within the Active Transport Plan
 - Developing the Broken Hill Local Strategic Planning Statement 2020-2040
 - Ensuring Development Applications were assessed and determined in accordance with Legislation
 - Expanding the Cemetery Rose Garden to include 390 new plots
- **Improved the quality of roads by:**
 - Completing reconstruction of the Blende Street and Chloride Street intersection
 - Completing reconstruction of Blende Street between Oxide Street and Chloride Street
 - Completing reconstruction of Blende Street between Sulphide Street and Chloride Street
 - Completing reconstruction of Oxide Street between Chrystal Street and Wolfram Street
 - Completing reconstruction of the Oxide Street and Blende Street intersection
 - Completing reconstruction of the Williams Street and Chloride Street intersection
 - Completing reconstruction and sealing works on Brown Street
 - Completing reconstruction of Gypsum Street between Rowe Lane and Mercury Street
 - Completing reconstruction of the Gypsum Street and Cornish Street intersection
 - Completing reconstruction of the Eyre Street and Comstock Street intersection
 - Completing reconstruction of the Patton Street and Comstock Street intersection
 - Completing repair works on Kanandah Road
 - Redeveloping stormwater drainage
 - Resealing of local roads and streets

The following actions have been listed in the Broken Hill LSPS as a priority:

- Continued achievement of the recommendations of the Far West Regional Economic Development Strategy, Far West Regional Plan and Broken Hill Community Strategic Plan, including a focus on health, education and training, mining, transport and freight logistics, industry and agribusinesses, renewable energy, tourism, culture and heritage, water security and other important infrastructure.
- Establishment of new mining operations, industries and value-add facilities in and around Broken Hill, now that connection to the NBN is scheduled for completion and the Murray River water supply has been secured.
- Expansion of regional tourism and further refinement of visitor experiences at Broken Hill City.
- Further planning and development of the Broken Hill Central Business District, Broken Hill Airport, industrial precincts, major parklands and housing options to underpin Broken Hill's important service centre and tourist destination role.
- Building resilience to economic, social and climatic changes, through training, new information technology and increased levels of connectivity, new business models and products, entrepreneurship and self-employment.
- Review of local planning policies to ensure they are assisting all of the above.

The Broken Hill LSPS will be reviewed on a regular basis, to ensure any strategic plans are consistent with any updates to the Far West Regional Plan, Broken Hill Community Strategic Plan and the Broken Hill Local Environmental Plan. Implementing the priorities of the Broken Hill LSPS will require on-going review of progress and regular feedback to key stakeholders and the wider community. Council will monitor, review and report on its LSPS to ensure that its planning priorities are being achieved.

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

- Improve the level and priority of pedestrian access, particularly in areas where the community congregates such as the Central Business District, shopping centres, schools and health care facilities.
- Enhance safe and convenient crossing opportunities on major roads.

- Establish improvement opportunities on level of movement and safety with a focus on mobility impairments and needs of elderly persons.
- Plan for pedestrian facilities that are consistent and appropriate in New South Wales; and that ensure cycling facilities comply with relevant technical standards.
- Plan for the development and provision of safe and accessible amenities for the community via pedestrian and cycling network.
- Fulfil Council's obligations under the *Disability Inclusion Act 2014* in providing inclusive infrastructure.
- Design a 'bicycle network' as opposed to 'bicycle routes' and plan the network along roads favourable for cycling use.

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

In August 2019, as part of Council's Disability Inclusion Action Plan, Council undertook further consultation with members from Disability advocacy groups and people living with disability in Broken Hill, to prioritise the 10-year plan. Works commenced March 2021 with first priority given to designated areas without a footpath.

The following footpath areas have been completed:

- O'Farrell Street from Morgan Street to Williams Street
- Galena Street from Williams Street to Mercury Street
- Patton Street from Queen Street to Bonanza Street
- Blende Street from Sulphide Street to Chloride Street

INFRASTRUCTURE - Council undertook repair, resal and/or reconstruction works during the term on our City's roadways, to ensure the condition of our network is kept at a useable standard. These works were completed both by Council's internal Infrastructure teams and by external contracting bodies.

Major reconstruction works identified and completed during the term included:

- Brown Street from near Kaolin Street to Brookfield Avenue.
- Oxide Street from Crystal Street to Wolfram Street, including new intersection works at Blende Street to improve visibility and safety for road users.
- Blende Street from Oxide Street to Sulphide Street.
- Gypsum Street from Rowe Lane to Mercury Street, including new intersection works at Cornish Street to improve visibility and safety for road users.

ACHIEVEMENTS IN OUR COMMUNITY

Our health and wellbeing ensure that we live life to the full

Key Highlights

PATTON PARK REDEVELOPMENT – The redevelopment of Patton Park was completed and officially opened in June 2019. The project was made possible with a grant through the NSW Government's Stronger Country Communities fund and through the Broken Hill Environmental Lead Program. The upgrades include a new playground with rocket feature, along with new paths, barbecues, shelters, accessible toilets and amenities, CCTV and smart lighting powered by renewable energy.



OUTDOOR WORKOUT STATIONS INSTALLED IN STURT PARK - With fitness becoming more prominent in the City, Council installed an outdoor gym at the Sturt Park in 2017/18. Aimed for people aged 14 years and over, 13 activities were made available to enable a total body workout. Instructional signage was placed on the equipment, as well as a QR code to view demonstrations on smartphones. Council further expanded the City's outdoor exercise options in 2019/20 by installing a second workout station in Sturt Park. The workout station, was installed on the western edge of the park, included a calf-stretching station, chin-up bar, pull-up bar and plyometric boxes. The second outdoor workout station was opened for use in June 2020 and was funded through the NSW Government's Stronger Country Communities program.



- **Created opportunities for people to participate in active and healthy recreational activities by:**
 - Redeveloping Patton Park, including play equipment, amenities and lighting
 - Upgrading children's play equipment in Apex Park
 - Installing outdoor workout stations in Sturt Park
 - Upgrading children's play equipment in Sturt Park
 - Installing outdoor exercise stations at Picton Oval
 - Rejuvenating Memorial Oval surface and installing irrigation system
 - Repairing retaining wall at Memorial Oval
 - Upgrading judge's box, scoreboard and canteen facilities at Memorial Oval
 - Upgrading lighting at Alma Oval
 - Rejuvenating Alma Oval surface
 - Upgrading Broken Hill Regional Aquatic Centre facilities
 - Implementing Children's Sports Voucher initiative
 - Promoting and managing contract obligations to ensure provision of Broken Hill Regional Aquatic Centre services
 - Maintaining cycle paths in the City

OUTDOOR WORKOUT STATIONS INSTALLED IN PICTON OVAL - To provide locals with more ways to get active outdoors, Council installed four new outdoor workout stations at Picton Oval.

The stations include balance steps, a cardio stepper, Tai Chi wheels and a chest/back press, with soft-fall rubber at the base of each piece of equipment.



The Picton Oval Gym opened for use in January 2020 and was funded through the Section 355 Picton Oval Community Committee and the NSW Government's Stronger Country Communities program.

SPORTING AND PLAYING FIELDS - In March 2017 the Council replaced approximately 500m² of turf at the Memorial Oval to improve the quality of the playing surface for the upcoming AFL football season and Rugby League Grand Final.

During September 2018, Council and the Broken Hill Community were able to secure the services of the ANZ Stadium ground staff to help with Alma Oval. The ANZ Stadium ground staff generously donated their time and equipment to come to Broken Hill, where they worked with Council's Parks and Open Spaces team to replace the 15-year-old cricket table and improve the outfield condition.

Through a joint venture with the Broken Hill Golf and Country Club, Council scarified all Ovals to improve condition quality. Accompanied with Council's fertilising and selective herbicide spraying programs, implemented by the Parks and Open Spaces team, Council has improved the quality of public Ovals for public or private use.

Council undertook irrigation improvement works at the Memorial Oval and the O'Neill Soccer Grounds, to ensure efficient use of water and to be able to provide the best quality sporting grounds. The irrigation works included new sprinklers, pipes and pump installation.

SMART WATERING SYSTEMS - Smart Watering Systems have been installed in Patton Park, Sturt Park, O'Neill Soccer Grounds and the Picton Oval to assist with monitoring and maintenance requirements. The system can be turned on/off remotely through a website-based platform, which can be accessed from a computer or mobile device.

STURT PARK PLAYGROUND – The Sturt Park Playground underwent significant upgrades, with refurbishments including a new wheelchair-accessible toddler castle with soft-fall, accessible swing, a double flying fox, improved landscaping, new fencing and retaining walls, additional paving and new shade sails over the toddler area. The project was funded through the NSW Government's Stronger Country Communities program.



O'NEIL PARK MASTERPLAN - Through Asset condition identification and consultation with the community, Council has completed a Master Plan to upgrade the E.P O'Neill Park. Upgrades will include:

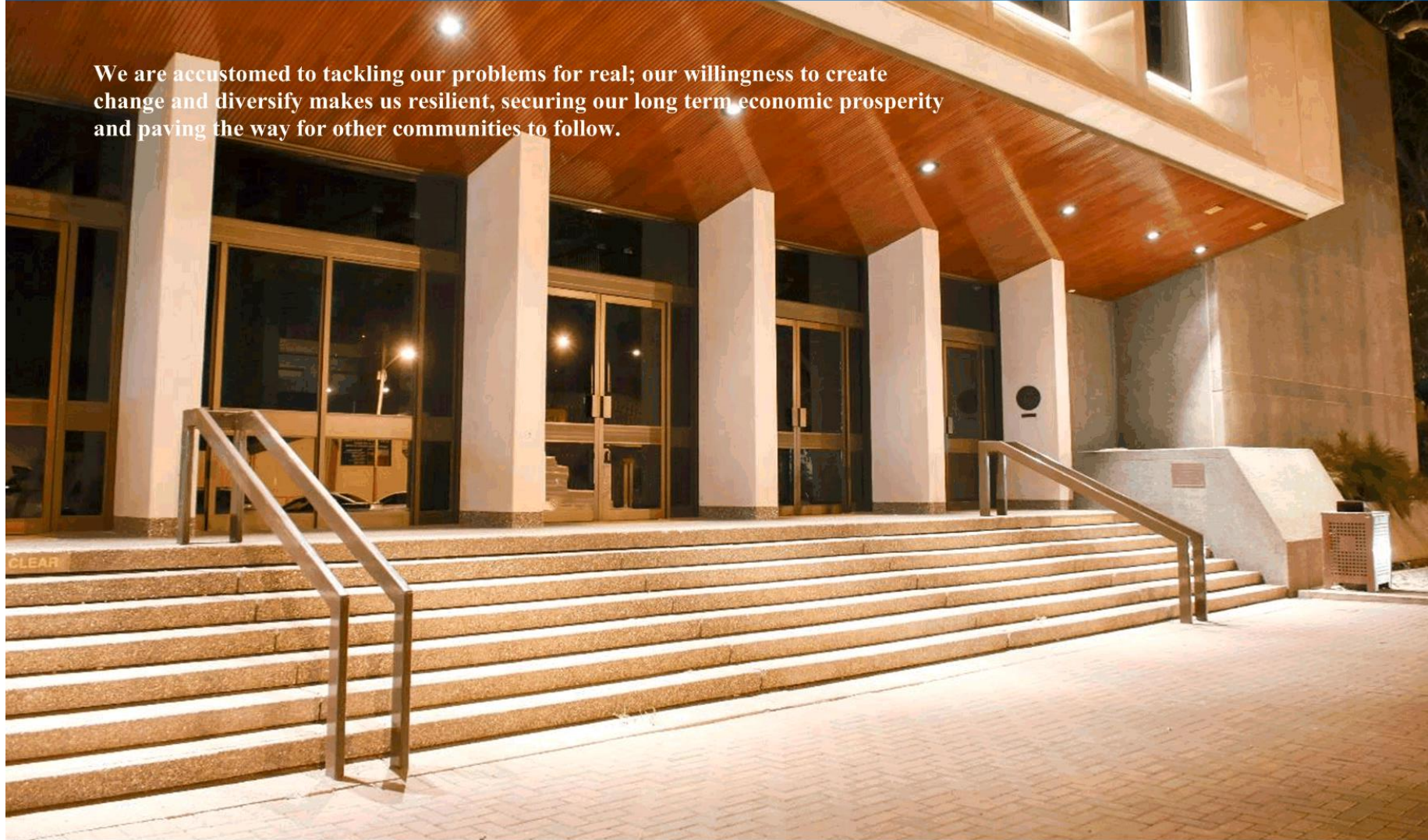
- Resurfacing and redesign of the Netball Courts
- Pathways and clearer linkages between Netball, Tennis, Cricket and Soccer facilities, with a focus on disability inclusion.
- Improved parking at all facilities.
- Redesign of Norm Fox Oval to provide new irrigation, new concrete cricket wicket for games, new concrete cricket nets for training purposes and to accommodate soccer training and use for carnivals.















KEY DIRECTION 2 – OUR ECONOMY

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

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



KEY DIRECTION 2 – OUR ECONOMY

Civic Centre 2016-2021		Community Economic Profile			
# Shows	# Conferences	Estimated Resident Population for 2020	17,269	Language other than English	2%
		Median Age	45	Overseas born	4%
19	11	Aboriginal and Torres Strait Islander Population	8.5%	University attendance	1%
		Couples with children	19%	University qualification	9%
		Older couples without children	11%	Trade qualification	23%
Major Film Productions 2016-2021		Lone person household	33%	Employed residents	7,367
	12	Median weekly household income	\$972	Participation in labour force	51%
		Median weekly mortgage repayment	\$217	Local jobs	7,425
		Median weekly rent	\$192	Local Businesses	987
		Households renting	23%	Gross Regional Product	\$1.04M
		Households with a mortgage	28%	Largest Industry: Health Care and Social Assistance	
Living Desert, Tourism and Cultural Facilities 2016-2021					
# Visitors to Living Desert	# Campsite Bookings	# Visitors to Visitor Information Centre	# Visitors to Art Gallery	# Visitors to Museum	Art Gallery Funding
					
143,938	6,426	405,539	95,929	43,358	\$1.1M
Staff Demographics at 30/06/2021					
# Staff	Males		Females		
					
172	97		75		

ACTIVATING PUBLIC SPACES

Council took part in Australia's Heritage Perfectly Highlighted project, by activating public spaces and installing lighting and projection at some of the City's key locations. This involved permanent coloured lighting and projection installations at the Town Hall Facade, Civic Centre, Broken Hill Regional Art Gallery, Town Square and Sturt Park.

The installations have added a new level of vibrancy across the City and have complemented community events and activities.

ACHIEVEMENTS IN OUR ECONOMY

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

Key Highlights

CULTURAL FRAMEWORK - In September 2018, Council awarded a tender to Neeson Murcutt Architects to develop a Cultural Framework and designs for a new library and cultural precinct. Co-funded by Broken Hill City Council and the Australian Government, the Cultural Framework informs the future development of the City's Central Business District to attract people by day and grow the twilight economy.



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

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

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

- **Supported, increased and enhanced economic opportunities by:**
 - Developing a Broken Hill Cultural Framework and designs for a new Library and cultural precinct
 - Developing a CBD Masterplan to improve and enhance the amenity of the Central Business District
 - Consulting with community and drafting the Broken Hill Cultural Plan
 - Developing a City information pack for new and potential residents
 - Providing economic and demographic data on Council website
 - Activating public spaces through the installation of lighting and projection on:
 - Town Hall Façade, Civic Centre, Broken Hill Regional Art Gallery, Town Square, Sturt Park
 - Operating the Broken Hill Regional Airport in accordance with Civil Aviation Safety Authority and legislative requirements
 - Implementing upgrades at the Broken Hill Regional Airport
 - Collaborating with industry and assisting to develop the Regional Economic Development Strategy 2018-2022
 - Collaborating with partners, working groups and alliances to advocate for strategic level economic issues
 - Advocating for business and investment in renewable energy by consulting with community and developing the Renewable Energy Action Plan
 - Advocating to maintain or improve air, rail and road access to the region resulting in
 - Five-year partnership with Regional Express, including the introduction of a 'community fare' for flights
 - The introduction of Transport NSW bus service to Adelaide and Mildura
- **Enhanced digital technology by:**
 - Advocating to improve technology resulting in the roll out of high-speed broadband
 - Developing the Broken Hill Digital Strategy
 - Providing Open data dashboards on Council's website for Sturt Park, Patton Park and Broken Hill Regional Airport Carpark
 - Activating free public Wi-Fi in Argent Street, Patton Street, Broken Hill Regional Airport and Visitor Information Centre
- **Provided library services and programs to the community by:**
 - Implementing new hours, online services and programs
 - Upgrading Library accessibility, equipment, collections and technology

Broad engagement regarding the cultural precinct and library was conducted between 2016-2019, with residents having input into the location of a new library and archives and what features each new facility should include. Engagement methods included focus groups with consultants and staff, public engagement sessions, public activities, pop-up engagements, public displays and exhibitions, and surveys.

In 2019, Council received a \$1M grant from the NSW State Government through the Far West Joint Organisation for a tourism related project. Based on consultation with community across a number of years, Council nominated to fast-track the beautification of the Central Business District and improve wayfinding around the city for visitors.

To underpin the decision-making process, Council, invested in the Central Business District Masterplan, that also includes planning for the Patton Street Precinct, an underground street survey of the main streets in the CBD to ensure that infrastructure can be installed appropriately and in a Cultural Strategy to ensure that the decisions to improve wayfinding and other installations align with community values and vision.

Each of the projects included significant consultation with community both face to face and online. The remaining \$775,000 will be used to install the wayfinding and banner poles and the strategies will underpin the staged redevelopment of the CBD and Patton Street Precinct.

RENEWABLE ENERGY ACTION PLAN - Council is always looking for ways to enhance the opportunities that present for the City and capitalise on the many wonderful and natural elements that have seen the City proudly bestowed as Australia's First Nationally Listed Heritage City.

In part, the mining innovation that ensures that Broken Hill will forever be in the hearts and minds of the nation, sees the next chapter to be written through its efforts to 'mine the sun' and take advantage of the natural elements Broken Hill has to offer.

The Renewable Energy Action Plan creates a blueprint for Broken Hill, to use to map the course of our own (and still to be written) history, as an innovative and adaptive City.

Council plans to see all of its own buildings and ancillary operations powered by renewables by 2023 and the broader City by 2030 – meaning that the costs of electricity may very well be neutralised.

The Renewable Energy Action Plan was presented to Council and the community in late 2020 for consultation and feedback; and adopted in early 2021 as the road map forward.

The outcomes of the process will ensure a #sustainablebh and #smartbh moving forward.

End of Term Report 2016-2021

LIBRARY - The Library is a service that is free, inclusive, diverse and available for all members of the community regardless of age, culture, religion, race, gender or socio-economic status.

During the term, quite a few changes and additions were made to the Library. A State Library NSW review highlighted the need for a process and staff organisational change. The restructure incorporated two new positions being Community Engagement and Technical Services Technicians within the staffing structure. Operational changes moved focus from physical processing, to customer service delivery.

Vendor procurement processes were implemented to streamline purchase and provision of shelf ready items and Early literacy guidelines were also established to align with the State Library Early Literacy framework in provision of service, programs and events delivery.

In 2018, the Library opening hours were reduced to 42 hours per week, the reduction in opening hours provided Library staff with time away from the front counter to complete vital strategic planning and delivery of programs and increase service provision.

A state Library NSW grant provided new technology and equipment for the Library. This included update of the Library Management System; self-check-out units; eight new computers and six new gaming computers for public use; installation of smart return bin, security gates, after-hours chute and Radio Frequency Identification for tagging and tracking of Library books and items; remote printing application and 3D printer; and installation of new tables, chairs and height adjustable tables to increase accessibility. The updated Library Management System has provided members access to a 24/7 digital Library service delivery, enabling members to download eBooks, eMagazines, eAudios and to renew items and place reservations online.

In response to Council and Government COVID-19 directives, the Library closed for public access and all outreach services were suspended, until reopening was permitted. The closure of services required the Library team to rethink and adapt services to meet the needs of the community during COVID. The Library implemented new ways to provide essential services and resources by adjusting borrowing rules and return dates and adding digital services. The online Select and Collect service, connected customers to the physical Library collection. The Library continues to develop new ways to ensure the provision of Library services to the community.

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REGIONAL ECONOMIC DEVELOPMENT STRATEGY

- In 2018, Council's Economic Development team worked with state government consultants to produce the Far West Regional Economic Development Strategy (the Strategy). The importance of playing an active role in the consultation and development of the Strategy is due to it being a working document of the State Government when assessing investment in the region.

The strategy was developed to identify economic development opportunities that capitalise on the Far West's endowments and industry specialisations. The Far West Functional Economic Region (the Region) is composed of the Broken Hill and Central Darling Local Government Areas (LGAs) and the Unincorporated Far West Region. It is a sparsely populated remote region. The City of Broken Hill is a focal point of the economy, while the small urban centres of Wilcannia, Silverton, Packsaddle, Tibooburra and Menindee play important roles in the Region.

The Strategy aims to leverage the Region's endowments, such as:

- Exploited and untapped mineral resources like lead, zinc, silver, iron and cobalt ore deposits,
- Vast agricultural land supporting traditional wool and beef enterprises as well as emerging goat and kangaroo meat enterprises,
- The landscapes and abundance of space to support festivals, events and camping experiences; and
- A wealth of cultural heritage underpinned by Aboriginal and European history.

This Strategy recognises the imperative to face the Region's challenges such as declining population, droughts and mining downturns. It does this by supporting current strengths, as well as exploring opportunities to give the Region the best chance of achieving long-term, if not permanent, sustainability and vibrancy

This Strategy is the culmination of collaboration between the Broken Hill and Central Darling Shire Councils, the Villages of the Unincorporated Far West, the business community and Balmoral Group Australia.

This process successfully identified several core strategies to achieve a prosperous economic future. For each strategy, primary actions and infrastructure priorities have been identified, as well as appropriate implementing parties for lead, support and stakeholder roles. A concerted focus and effort will be required to achieve all of the outcomes. Considerable vetting of each aspect of the recommended strategies determined viability and compatibility with available resources.

The Strategy aims to:

- Support growth in Agriculture and Mining by developing regional connectivity and transport logistics to better access markets
- Grow the film and television industry and visitor economy by capitalising on the Region's heritage, cultural, seasonal and natural endowments
- Facilitate food and metal manufacturing industry growth through development of industrial land to grow economies of scale around urban centres and sustainable energy generation and storage
- Improve economic and social resilience by delivering telecommunications infrastructure to empower businesses and residents through improved connectivity in the digital economy

BROKEN HILL ALLIANCE – Established in 2018, the Broken Hill Alliance is a strategic working group that includes Council, Regional Development Australia, Department of Regional NSW and Foundation Broken Hill. This working group met regularly during the term to discuss and advocate for issues at a strategic level that require Government intervention and support to address specific City-wide and regional challenges.

ACHIEVEMENTS IN OUR ECONOMY

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

Key Highlights

CIVIC CENTRE

- The Civic Centre underwent a major refurbishment between April 2016 and August 2018.



The result has seen the Civic Centre transformed to a contemporary multi-purpose space. The transformation of the upper level from Art Gallery space to multi-functional meeting and conference space, has become a major draw card for business events conducted at the Civic Centre. There were minimal bookings conducted from 2016 to August 2018 due to extended refurbishment.

Touring productions returned to the Civic Centre post refurbishment. A total of 19 stage productions and shows, which included major regional touring productions, were made available for the community and were well supported by patrons during the term.

Business events conducted at the Civic Centre also continue to grow, with a number of government agencies and organisations using the Civic Centre function rooms as regular clients. The function rooms have delivered on the vision through the refurbishment, becoming instrumental in the success of the Civic Centre.

As a result of COVID-19 restrictions, the Civic Centre gained new clients who used the Civic Centre to meet COVID-19 restrictions and continued to do so, due to the resourcing and customer service delivery. The Civic Centre technology has also come to the fore, allowing for streaming and recording of functions to extend viewing beyond the allowed numbers attending in person at the venue.

Despite uncertainty around gatherings and live events due to the COVID-19 pandemic, the Civic Centre recorded its highest booking numbers since reopening in 2018 with 102 bookings for 2020/21.

The Civic Centre also hosted 11 conferences across the term, with attendees ranging from 80 to over 400 people.

- **Provided a proactive approach to the development, management and marketing of meetings, incentives, conferences and events by:**
 - Refurbishing and positioning the Civic Centre as hub for meetings, conferences, events and entertainment
- **Promoted Australia's First Heritage Listed City as a tourist attraction**
- **Provided authentic visitor experiences by:**
 - Operating the Visitor Information Centre (VIC) as a hub for the visitor economy
 - Adjusting to a changing industry and visitor expectations by introducing new innovations in the last 5 years:
 - Establishing the Heritage Walk Tours run by Council volunteers
 - Utilising VIC staff/branded gazebo outside the building for busy times at events or in the Central Business District
 - Establishing Visitor Information Outlets around the City, including Airport, Broken Earth Café, Library, Living Desert, GeoCentre and Art Gallery
 - Introducing online Live Chat functionality
 - Increasing social media presence via Facebook
 - Consolidating the need for an operational and strategic position by establishing the Visitor Services Coordinator role
 - Partnering with Broken Hill Production for Tourist TV project, creating short video segments on different attractions and businesses
 - Supporting the yearly visitor guide publication 'Broken Hill and the Outback'
 - Supporting the Silver Rush Campaign and associated app
 - Developing stronger ties with SA Tourism including becoming a member of the SA Visitor Information Centre network
 - Attending regular tourism conferences
 - Undertaking staff familiarisations of Broken Hill and regional product
 - Joining the RV friendly accreditation program from the Caravan and Motorhome Association of Australia

IT'S OUT THERE MARKETING CAMPAIGN

- Broken Hill City Council, Central Darling Shire Council, Destination NSW and Destination Country and

Outback formed a marketing collaboration to promote Broken Hill and Far West NSW in 2019. The 'It's Out There' campaign, championed the quirky and diverse experiences the region has to offer. The campaign showcases Broken Hill, Silverton and the Central Darling region as a 'different kind of outback' – one that is full of spirit, history, diversity and character to explore and uncover. In addition to its striking landscapes, this region has a strong community of incredible artists, a vibrant drag culture and a unique Aboriginal cultural heritage.

Council has been eager to pursue strategic marketing and this campaign shows the world a unique and genuine outback experience in the Far West.

'It's Out There' targets couples aged 45 to 60 years and designed to inspire them to visit Broken Hill and the Central Darling region as a holiday destination.

This project represents months of hard work between Destination NSW and the respective Councils, with the aim to hit the market and drive tourism to the region.

'It's Out There' Council website link
<https://www.brokenhill.nsw.gov.au/Community/News-articles/Far-West-on-show-to-the-world>

FILM - Broken Hill and the surrounding area attracted strong interest from the film industry. The industry encompasses a wide range of activities, including feature films, telemovies and mini-series, television series, documentaries, corporate and music videos, television commercials, digital content for mobile and other portable devices, digital effects, animation and post-production.

The industry is highly competitive and requires action to maintain a competitive advantage in a global market and Council is committed to championing the region as Australia's first choice in rural and remote filming.

Council assists the screen industry by providing a film liaison officer, creating an easy approval process, providing destination information and images, location advice, logistical support (such as approving traffic management plans) and introduction to industry professionals.

During the term, Council assisted over 80 projects ranging from major films, television series, photo shoots, documentaries, commercials, music videos and education projects. This resulted in over 130 permits being issued.

- **Collaborated to develop and implement a regional marketing campaign**

- **Developed proactive approach to the development and management of filming by:**

- Facilitating filming in Broken Hill and region by approving Filming applications and working with film industry
- Promoting Broken Hill as a centre for film and production in regional Australia
- Facilitating sale of Broken Hill Film Studio

- **Provided authentic visitor experiences by:**

- Collaborating with tourism industry boards and working groups to improve economic and visitor outcomes
- Promoting the Broken Hill Regional Art Gallery as a tourist attraction
- Facilitating programs, events and exhibitions at the Broken Hill Regional Art Gallery
- Facilitating Artists in Residency through the Broken Hill Regional Art Gallery
- Promoting the Albert Kersten Mining & Minerals Museum as a tourist attraction
- Facilitating programs, events and exhibitions at the Albert Kersten Mining & Minerals Museum
- Maintaining and providing public access to art and mineral collections
- Redeveloping the Kintore Reserve car park to cater for recreational vehicle parking
- Installing Gateway signs at City entry points on:
 - Sydney Road
 - Pro Hat Way (formerly Airport Road)
 - Wentworth Road
 - Adelaide Road
 - Tibooburra Road

During filming in Broken Hill, Buckley's Chance location manager John Greene thanked the Broken Hill community stating the assistance that the production team received from the City of Broken Hill was very valuable. He stated in order for location filming to be successful, the Australian Film Industry requires unique assistance from authorities and members of the public and thanked the Broken Hill community on behalf of the cast and crew, for hosting them.

In October 2017, the remake of Wake in Fright, filmed in Broken Hill and Silverton, screened on Channel 10 with the associated location marketing. The remake of Wake in Fright provided Council with an opportunity to trial its new dedicated fibre optic link at the Civic Centre. The lack of speed prior to the connection meant that the time lag between requesting data and getting it to the local machine was prohibitive. The fibre-optic connection has eliminated many of the latency issues particularly when downloading or uploading video or high-definition content and created revenue opportunity. The producers of Wake in Fright leased the new fast fibre internet connection from Council to carry their footage over the internal network to the Civic Centre, where it could jump onto the Telstra fibre connection and onto the internet. ESA Productions reported back to Council that this was the first time they had used this method of working within Australia - uploading their rushes to Sydney for editing the next day and downloading completed footage for review on the ground the next morning. Previously film makers sent a runner to the Airport each day with a storage device to be transported on the flight to the City and returned next day. The team said that this was a "game changer in how they operated". The Civic Centre also hosted a number of production crews during this time as a production office.

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

In 2019/20, Council introduced a small fee for the processing of commercial permits, to assist in the administrative cost of supporting the industry, which included traffic control assessments and processing of COVID-19 forms.

During 2019/20, Council provided location advice, film approvals and the administration of COVID safety forms for film crews who visited the City. While filming in Broken Hill was impacted by COVID-19, resulting in a reduction in the number of film crews visiting the region, it was still a busy year. Production companies who could not travel internationally, took the opportunity to find destinations locally, for forward projects.

In 2021, Council liaised with the team from Mad Max to ensure the 2022 filming is a success. Council also invested in an industry specific advertising feature in Inside Film to feature Broken Hill and Silverton and continues to advertise in the Production Directory.

Council also worked closely with the industry during the establishment of Screen Broken Hill, supporting the local industry to develop a central industry point of contact in Broken Hill. Screen Broken Hill is now a local one-stop shop for film makers seeking support in the region.

MAJOR PRODUCTIONS 2016-2021

2021: Wolf Like Me - Stan Original Series
2021: Total Control - ABC TV Series
2021: The Living Room - Network 10 TV Show
2020: Carmen - Movie
2020: RFDS - Channel 7 TV Series
2020: The Amazing Race - Network 10 TV Show
2020: Australian Ballet for the '2020 Season: A Year of Limitless Possibilities' feature advertisement – extended commercial
2019: Locusts - Movie
2019: Buckley's Chance - Movie
2017: Fighting Season - TV Series
2016: The Leftovers; Welcome to Australia - TV Series
2016: Ferrari. Night Into Day - Cinema Advertisement

ACHIEVEMENTS IN OUR ECONOMY

A supported and skilled workforce provides strength and opportunity

Key Highlights

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

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

Following consultation with staff, a draft set of new internal organisational values were developed in December 2018. Eighty two percent (82%) of the available workforce participated in the consultation workshops; including full time, part time and casual staff; demonstrating staff having a genuine interest in the sessions and a desire to influence the organisation's values. A 12-month trial of the draft values was then implemented to validate and verify their effectiveness. Values feedback sessions were held and all staff were invited to participate in the feedback process. Council's management reviewed and endorsed the changes to the values and associated behaviours, which were then published to all staff.

WOMEN IN LEADERSHIP - Based on Council's EEO statement and to encourage gender equity throughout Council's management team, Council offered the opportunity for female staff to participate in the Compass Women in Leadership Program.

Participants use the Life Styles Inventory concept during the program to assist them to identify their beliefs, values, behaviours and assumptions about themselves.

The Women in Leadership Program is holistic in nature and enhances leadership capability at work and home and helps reframe the way participants view themselves, so they can lead authentically, with influence, visibility and in alignment with their values.

- **Developed partnerships to identify skills gaps in Broken Hill by:**
 - Working with Regional Development Australia Far West, NSW Department of Premier and Cabinet, NSW Department of Industry, Central Darling Shire Council, Broken Hill City Council and Country Universities Centre Far West to ensure that planning is still relevant with the needs of our employers and various industries in the Far West
- **Targeted workforce skills development to provide strength and opportunity by:**
 - Developing organisational culture and values with all staff
 - Implementing a Leadership Development Program with Executive, Senior Level Management and Tier 3 Leaders and Influencers
 - Implementing a Women in Leadership Program for female staff
 - Developing partnerships with mentoring opportunities for staff
- **Increased employment potential and participation for young people by:**
 - Implementing School-based Traineeships through the Elsa Dixon Aboriginal employment program
- **Developed strategies and opportunities for education, training and learning by:**
 - Providing public space and access to equipment in the Library such as:
 - Wi-Fi and study tables
 - Computers with Microsoft Office applications
 - Computers with Gaming capabilities
 - Black and white, colour and 3D printing and scanning facilities
 - Offering computer skills training and literacy programs
 - Establishing Adult Literacy Volunteers in collaboration with Warra Warra Legal Service

To date Council has seen 16 female staff graduate from the Compass Women in Leadership Program and continues to provide this opportunity to staff.

LEADERSHIP DEVELOPMENT - To support the implementation of the workplace values, Council's Executive Leadership team (during 2018) and Senior Management team (during 2019) undertook an extensive Leadership Development Program.

By adopting a values-based leadership approach, Council aimed to ensure that the Values were more than words and were visible in our leaders' actions. Leaders developed a greater understanding of what it takes to be an effective leader, understanding character strengths, constructive leadership styles and emotional intelligence. The Leadership Program was delivered in quarterly workshops, through individual coaching and via webinars.

Both the Executive Leadership Team and Senior Management Team completed phase two in this development program with sessions covering the LG NSW Capability Framework principles relating to "Building Team Capability".

Council then extended the Life Styles Inventory (LSI) 360-degree assessment/feedback/coaching process to its next level leaders and influencers, with the overall outcome being a shared language of leadership across whole of organisation. This has in turn strengthened internal staff succession and future workforce planning.

SCHOOL-BASED TRAINEESHIPS - As part of Council's commitment to giving young people opportunities to work and learning in local government; Council was successful in attaining three school-based traineeships under the Elsa Dixon Aboriginal Employment Program.

This is the first time Council has taken on school-based trainees under the program and this builds on the success of Council's work experience placement program. The School-based traineeships enabled students to gain real word experience in areas of interest to them and of importance to Council, completing a minimum of 100 days of job experience over 2 years.

Council's school-based trainees undertook studies in horticulture, auto mechanics and information technology and made great contributions to their team at Council. The Elsa Dixon Aboriginal Employment Program is funded and administered by the Department of Industry, Training Services NSW.

MGNSW MENTORSHIP PROGRAM - The MGNSW Mentorship Program was funded through Museums & Galleries New South Wales and hosted by the Art Gallery of New South Wales (AGNSW).

This two-week Mentorship Program involved Council staff working with multiple teams at Art Gallery of NSW and was tailored with Marketing and Visitor Experiences; to assist the development of skills related to Front of House, Volunteer Management, Marketing/Social Media and Public Programs.

In both 2017 and 2018, the Broken Hill Regional Art Gallery's Gallery (BHRAG) and Marketing Officer and Public Programs Officer received the mentoring opportunity in Sydney, to gain a better understanding of the potential within their respective roles. During the two-week Mentoring Program, BHRAG staff were able to observe and reflect upon AGNSW's structures and different teams, gain an insight into programs and understand the operations of a large, state institution and how departments collaborate and work together to benefit and support the Gallery and its procedures. It provided an opportunity to learn how Broken Hill Regional Art Gallery could streamline the way in which it operated and how to better utilise existing resources and skills to make processes more efficient. It also enabled BHRAG staff to learn how a carefully planned approach to volunteer management can empower volunteers and assist to develop effective tools and documents to better manage the different types of volunteers the Broken Hill Regional Art Gallery has.

The program provided valuable experience for BHRAG staff to build confidence through the facilitation of programs and customer service with large volume audiences. They were also provided opportunity to take tours, speak to the public and present workshops with new, urban audiences. This professional development aided a re-framing of Broken Hill operations, to understand the diversity of Australian audiences and their requirements, as modelled by our state partners.

The experience gained in the short amount of time at the Art Gallery of New South Wales was beneficial beyond words. The partnerships that have flourished on account of the mentorship have been beneficial to the Broken Hill Regional Art Gallery's professional network and will continue to benefit and engage the local community for years to come.

EVENT MANAGEMENT - Three Council staff members were successful recipients of a Diploma of Event Management Scholarship, funded by the NSW Government's tourism and major events agency, Destination NSW. The scholarship program is part of the NSW Government's partnership with Australia's peak industry body for business events, Meetings & Events Australia (MEA), which aims to upskill and create more job opportunities for rural and regional NSW communities. Selection of recipients was by a panel which included representatives from Destination NSW, MEA and the six Destination Networks.














KEY DIRECTION 3 – OUR ENVIRONMENT

- 3.1 Our environmental footprint is minimised
- 3.2 Natural flora and fauna environments are enhanced and protected
- 3.3 Proactive, innovative and responsible planning supports the community, the environment and beautifications of the City

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



KEY DIRECTION 3 – OUR ENVIRONMENT

Waste Management – 2020/2021				
Waste delivered to Landfill	Waste Diverted from Landfill	Community Recycling	Hazardous Waste Collection	Waste Vouchers Used
				
36,828 tonnes	8,960 tonnes	1,575 tonnes	6.6 tonnes	8,840
Volunteer Working Bees – 2016-2021				
Living Desert	Riddiford Arboretum	Tidy Towns – Clean Up Events		
				
21	40	36		
Heritage Advisory Service 2016-2021				
# Advisor Visits	# Heritage Paint Grants	Value of Heritage Paint Grants	# Verandah Revival Grant/Loans	Value of Verandah Revival Grant/Loans
				
38	16	\$26,650	3	\$44,520
<h3>WENTWORTH TO BROKEN HILL PIPELINE</h3> <p>The 270km Wentworth to Broken Hill (W2BH) Pipeline was constructed during 2017/18. Council regularly met and corresponded with WaterNSW and contractors on the progression of the pipeline and raising any matters of concern on community safety, communication to the community, loss of vegetation in the Albert Morris Regeneration Area, loss of trees in road verge/nature strips, road reinstatement requirements, soil management and contamination management.</p>				

ACHIEVEMENTS IN OUR ENVIRONMENT

Our environmental footprint is minimised

Key Highlights

CITIES POWER PARTNERSHIP - Through Council's Community Strategic Planning process, the community expressed a number of significant aspirations for the future which included reducing resource consumption and minimising waste, increased use and innovation of renewable resources and decrease in the use of non-renewable resources, the reuse and recycling of resources and planning for the minimisation of environmental impacts associated with mining activity on the City.

In 2017 Broken Hill City Council became a Power Partner with Cities Power Partnership. This partnership allows Council and the community to work in collaboration with other Councils and stakeholders to investigate best practice, share opportunities and knowledge and ensure that a national asset is protected for generations to come.

Broken Hill City Council has committed to the following five Cities Power Partnership environmental pledge items Renewable Energy Action, Energy Efficiency Action, Sustainable Transport Action, Sustainable Transport, Work Together and Influence.

Renewable Energy Action - Install renewable energy (solar PV and battery storage) on council buildings for example childcare facilities, libraries, street lighting, recreation centres, sporting grounds, and council offices. Council pledge - investigate opportunities for Council buildings and facilities to achieve 100% renewable status. Council installed wind turbines and solar panels in parks and on buildings.

Energy Efficiency Action - Roll out energy efficient lighting (particularly street lighting) across the municipality. Council pledge - rollout LED street lighting with smart controls. Council is working with other southern Councils in NSW on the Southern Lights Project to reduce energy usage and maintenance of its street lighting infrastructure with the introduction of LED street lighting with smart controls. A joint project between Essential Energy and Council saw Council purchase new LED light fixtures and Essential Energy completing installation. Council also monitors energy consumption through its Planet Footprint subscription service.

- **Supported the reduction of resource consumption and minimising waste by:**
 - Joining the Cities Power Partnership
 - Implementing Cities Power Partnership environmental pledge items:
 - Renewable Energy Action
 - Energy Efficiency Action
 - Sustainable Transport Action
 - Sustainable Transport
 - Work together and influence
 - Developing and implementing the Sustainability Strategy 2018-2023
 - Installing renewable energy wind turbines and solar panels in parks and on buildings
 - Introducing initiatives for reducing landfill such as reusable shopping bags and coffee cups
- **Reduced impacts on the environment by:**
 - Implementing upgrades at the Waste Management Facility
 - Installing the Waste Transfer Station at the Waste Management Facility
 - Introducing hybrid light fleet into Council fleet
 - Facilitating Clean Up Australia Day activities
 - Facilitating Tidy Towns Clean Up activities
 - Facilitating Tidy Towns Awards submissions
 - Installing Smart City Bins across the City
 - Facilitating green waste collection
 - Facilitating NetWaste Scrap Metal and e-Waste collection
 - Supporting the Waste2Art competition
 - Incorporating the NSW Climate Change Policy Framework in Council business planning and operations
 - Undertaking annual household hazardous waste collection
- **Provided opportunities for recycling by:**
 - Facilitating the Community Recycling Centre
 - Installing a mobile Community Recycling Centre at the Library
 - Providing reuse and recycling information on Council website
 - Promoting use of the Community Recycling Centre through media channels
- **Supported minimisation of environmental impacts associated with mining activity by:**
 - Facilitating the Broken Hill Lead Reference Group meetings
 - Facilitating lead remediation projects
 - Participating in stakeholder reference groups in relation to mining operations in the City
- **Advocated for a permanent water source resulting in the Wentworth to Broken Hill pipeline construction**
- **Advocated for a sustainable Darling River system**

Sustainable Transport Action - Providing for adequate cycle lanes (both space and connectivity) in road design and supporting cyclists through providing parking, and end-of-ride facilities (covered, secure bike storage, showers, bicycle maintenance and incentives). Council pledge - renew and improve our cycling, walking and mobility connections to reduce carbon emissions and increase our City's liveability. Active Transport Plan developed by Council includes bicycle, walking and mobility paths.

Sustainable Transport - Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles. Council pledge - introduction of hybrid or electric vehicles to Council's fleet as part of fleet replacement. Council introduced hybrid light fleet in 2018.

Work Together and Influence - Set city-level renewable energy or emissions reduction targets and sustainable energy policies to provide a common goal and shared expectations for local residents and businesses. Council pledge - achieve 100% renewable status for the City of Broken Hill by 2030. Council adopted and implemented its Sustainability Strategy and Renewable Energy Action Plan.

WASTE MANAGEMENT AND RECYCLING - Waste Reduction Projects were carried out during the term which included the annual Household Chemical Cleanout, Waste Reduction Media Campaign in partnership with Netwaste, Recycle Right Competition, the Garage Sale Trail, Waste to Art and Clean Up Australia Day.

The Community Recycling Centre (CRC) continued to improve the recycling capability of the facility with commingled recyclables increasing during the term. An additional, mobile CRC was installed in the Broken Hill City Library at the beginning of 2020, to allow for greater accessibility to recycling of household problem items. A total of 1,575 tonnes of comingled recyclables was received in 2020/21, an increase of 23% from the previous reporting year and new weighbridge software was also installed in 2021 to improve reporting accuracy.



WASTE TRANSFER STATION - The Waste Transfer Station opened in February 2020, to improve recycling opportunities, reduce waste to landfill and reduce windblown litter.

The Waste Transfer Station also encourages residents to recycle and rethink waste and removes the indiscriminate 'tipping' of waste.

Residents are encouraged to sort their waste prior to visiting to the Waste Management Facility, to utilise recycling opportunities and assist in reducing the amount of waste heading to landfill.

The Waste Transfer Station creates a more user-friendly facility, provides easy access for vehicles to utilise sealed roads and provides a clean and tidy space to easily dispose of waste.



ENVIRONMENTAL LEAD REMEDIATION

Broken Hill Lead Reference Group - The Broken Hill Lead Reference Group meets quarterly and includes representatives from Council, Broken Hill Environmental Lead Program, CBH, Perilya, NSW Health, Essential Water and community representatives. Representatives submit reports at meetings, providing updates on lead related programs and projects being undertaken in their areas. The group is a collaborative group that work on addressing the issue of environmental lead in Broken Hill.

Broken Hill City Council and Broken Hill Environmental Lead Program – Memorandum of Understanding

- Council resolved at its Ordinary Meeting of 18 March 2016 to support the partnership between the Broken Hill Environmental Lead Program (BHELP) and Council, to manage the impact of environmental lead in Broken Hill and on the Broken Hill community.

The Memorandum of Understanding outlined the partnership between the two organisations with a focus on public land remediation, park management; focusing on playground equipment and bare soil areas and a street sweeping program to remove silt, focusing on lead affected areas following rain events.

The spirit of co-operation between Council and BHELP to deliver lead management projects has seen many lead remediation projects completed and increased street sweeping activities.

Lead Remediation - Lead remediation projects undertaken included:

- Queen Street remediation works
- South Road - Block 10 remediation works
- AJ Keast Park fencing project
- E.T. Lamb Memorial Oval capping works
- Patton Park Refurbishment Project
 - Construction of shelter over new playground equipment
 - Handwash basin at the playground
- Fencing off of the BMX track at O'Neil Park
- Ongoing Street sweeping operations

Queen Street Lead Remediation Project - The Broken Hill Lead Reference Group identified the area behind Queen Street residents adjacent to the old tailings dam, as an area of high lead concentration. The remediation decided for the area was capping the site with limestone, loam and mulch to suppress the spreading of lead dust and encourage flora growth. Additional features to the project included constructing a fence around the site with warning signage, capping the batters of the tailings dam and adding swales to the site to control stormwater flow.

South Road – Block 10 Lead Remediation Works Program - This project targeted reducing airborne dust levels in an area of Broken Hill highlighted as having elevated soil lead levels, through the capping of the soil with a rock mulch layer. The process reduces airborne dust and easy access to the contaminated soils. This method has in the past proven effective in reducing dust. Lead levels on South Road - Block 10 posed a threat to nearby residents and the local RSPCA complex. The scope of works to mitigate the dust levels was approximately 21,132 m² area. Works undertaken included:

- Cleared all grass, minor shrubs (non-native), rubbish and debris and prepared for capping material
- Filled and compacted with 100mm road base with water and mechanical rollers



End of Term Report 2016-2021

- Capped with crushed blue metal 65mm or 35mm size appropriate for the area

AJ Keast Park – New Fencing - The Broken Hill Environmental Lead Program funded the installation of a fence separating AJ Keast Park from the lead contaminated hill of Block 10 Lookout. The fence was completed in June 2017.

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

Street Sweeper - A new Street Sweeper commenced working around our streets in late July 2016. The Broken Hill Environmental Lead Program (BHELP) has provided \$50,000 of funding over a 4-year period to support street sweeping in Broken Hill.

Some of these funds were allocated to install extra micro sprayers on the vehicle and to support extra sweeping time, particularly after wet weather events. Council and BHELP staff worked together to develop Lead Smart signage that was placed on the side of the street sweeper, promoting a lead safe community.



Mini Street Sweeper - To continue supporting a lead safe community, Council purchased a new miniature street sweeper in 2017 to keep the shopping precincts in the City's Central and South districts cleaner. The ride-on vehicle was predominantly used in the Central Business District (CBD), Patton Street and around the Civic Centre, to provide an extra level of cleanliness and to also maintain a neat appearance for tourists and locals. Being more agile, the mini street sweeper was able to get into gutters and smaller spaces, while also cleaning footpaths in areas with high foot traffic and additional vehicle traffic.



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SUSTAINABILITY STRATEGY - Broken Hill City Council is committed to developing a sustainable and liveable City. As a result, Council faces a number of challenges within this space to ensure energy, procurement, carbon footprint, water, waste, environmental impacts and built environment are managed so future generations can enjoy the City in which we live in.

The Sustainability Strategy 2018-2023 provides a direction for Council to consider everything it does to work in a more sustainable way. It identifies 11 Sustainability Action Plans which include energy, water, waste, transport and the built environment. These action plans have been developed in line with the Sustainable Development Goals adopted by the United Nations as part of the 2030 Agenda for Sustainable Development.

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



1. Energy Efficiency Plan - Reduce energy use, costs and greenhouse gas emissions



2. Renewable Energy Plan - Produce energy from renewable sources to reduce costs and greenhouse gas emissions



3. Gas Consumption Plan - Reduce energy use, costs and greenhouse gas emissions



4. Transport Energy Plan - Reduce fuel consumption and promote active transport (reduce Greenhouse Gases)



5. Sustainable Procurement Plan - Use procurement to support positive environmental, social and economic outcomes



SUSTAINABLE DEVELOPMENT GOALS



6. Carbon Emissions Plan - Measure and reduce greenhouse gas emissions



7. Water Plan - Reduce water use, costs and have a positive impact on liveability



8. Waste Plan - Reduce waste to landfill, increase recycling and re-use of resources



9. Plan for Minimising the Environmental Impacts of Mining - Improve the liveability of Broken Hill



10. Plan for Enhancing and Protecting the Natural Flora and Fauna - Improve the liveability of Broken Hill



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



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

<https://www.brokenhill.nsw.gov.au/Council/Other-strategies-documents/Sustainability-Strategy-2018-2023>

ACHIEVEMENTS IN OUR ENVIRONMENT

Natural flora and fauna environments are enhanced and protected

Key Highlights

RIDDIFORD ARBORETUM - The Riddiford Arboretum Sculpture Symposium was funded by Create NSW, in partnership with Broken Hill City Council. Artist Robbie Rowlands was commissioned by Council to create the sculptural works installed at the Riddiford Arboretum in 2020.

The project combines nature's forms and our mining heritage to interpret the significance of Australia's first green belt and the ground-breaking work of Albert Morris, the Barrier Field Naturalists' Club and the Zinc Corporation to green our City.

The first sculpture, 'Diviner', stands at around six metres and was constructed of rock bolt splits from CBH's mining operations. The sculpture is inspired by the plants and foliage found in the arboretum and the region.



Mr Rowlands worked with the Riddiford Arboretum Committee and TAFE NSW, who provided the assistance of their metalwork teacher, Graham Banks, Boilermaker and TAFE NSW metalwork graduate, Anthony Kelly and TAFE NSW apprentices Aston Reid and Cody Pascoe to assist with the project.

The second sculpture, 'Nestle', spans four metres in diameter and is inspired by the natural form of curled bark that the arboretum's trees produce and was constructed from the recovered tension rods which were part of the CBH historic head tower, with an aim to find a way to allow the rods to be kept in original condition and structure.

- **Protected and enhanced natural environments by:**
 - Managing and maintaining the Living Desert
 - Developing and operating the Starview Primitive Campsite
 - Maintaining Regeneration Areas, Common Areas and associated fencing
 - Installing a Walking Track in the South Regeneration area
 - Undertaking noxious weed eradication programs
 - Managing and maintaining the Riddiford Arboretum
 - Installing the Sculpture Symposium in the Riddiford Arboretum
 - Developing the Tree Management Plan
- **Increased awareness and understanding of the natural environment by:**
 - Facilitating Living Desert educational tours for locals and visitors
 - Facilitating Clean Up Australia Day activities
 - Facilitating Tidy Towns Clean Up activities
 - Facilitating Tidy Towns Awards submissions

Combining the Sculpture Symposium with the Arboretum was a perfect way to provide an educational tool for current and future generations of locals and tourists, to understand our unique conditions here in the outback and the steps we've had to take to overcome them.



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

The Friends of the Flora and Fauna of the Barrier Ranges Committee undertake activities at the Living Desert, such as weed management, path clean ups, maintenance works and new works within the flora site and campsite areas. The volunteers also assist with the opening and closing of the Living Desert.



STARVIEW PRIMITIVE CAMPSITE - The Starview Primitive Campsite officially opened in November 2017. The campsite provides 15 unpowered sites, a wood-chipped tent area, a shelter with free gas BBQs and picnic tables, accessible toilets and showers, drinking water and star-view seating. After hour access is provided via entry code. The Campsite offers a maximum 5 nights stay, with no pets or fires allowed.

The Starview Primitive Campsite provides another avenue for tourists to come to Broken Hill and enjoy a genuine outback experience. The installation of a new electric gate at the main entrance to the Living Desert, caters for the operation of the Starview Primitive Campsite, allowing Campsite visitors to enter and exit outside of the opening hours.



Starview Primitive Campsite



TIDY TOWNS – The Tidy Towns Committee, as part of caring for our environment, regularly conducted clean-up activities throughout the term in a bid to reduce litter in and around our City. This small group of dedicated Committee members and volunteers worked tirelessly picking up litter in our parks, cemetery and roadways.

Throughout the term, Council supported the Broken Hill Tidy Towns Committee to submit entries to the Keep NSW Beautiful Blue Star Sustainable Cities Awards Programs. Broken Hill's success in these awards, is an example of the Tidy Towns dedication to the local environment and a recognition of the City as a sustainable community.

SUSTAINABLE CITIES TIDY TOWNS AWARDS 2020

WINNER: Overall Population Category D (Population category D: 12,001-20,000)

Judges' comment: Like many communities and towns in NSW, Broken Hill has been badly affected by the drought and more recently, the COVID-19 pandemic. Prior to these, Broken Hill was experiencing serious and unique threats to its viability caused by climate change, a decline in mining activity, isolation and a decline in population. The City Council resolved to address these threats and embarked on a plan to strengthening the City's resilience.

WINNER: Environmental Communication Award - Population Category D - Greening the Hill Mk2 - The Call to Action - Landcare Broken Hill

WINNER: Circular Economy Award - Population Category D - Lifeline Broken Hill Country to Coast Tip Shop

WINNER: Waste Less, Recycle More Award - Population Category D - Lifeline Tip Shop Recycling Centre, Lifeline Country to Coast from Broken Hill

WINNER: Community Spirit and Inclusion Award - Population Category D - Greening the Hill Mk2 - A Role for Everyone. Showing Australia how it can be done, Landcare Broken Hill

Highly Commended: Young Legend's Environment Award – Population Category D - Broken Hill Scouts Clean up their Act - 3rd Broken Hill Sea Scouts

2019

FINALIST: Population Category D: (Population category D: 12,001-20,000) - Don't Be a Tosser! Litter Action Award

WINNER: Smart Thinking. Judges Comment: "Broken Hill is Australia's first heritage listed town and brings many attributes consistent with ongoing improvement to the table. Their stand-out was their Smart City Framework which will see them placed for future generations and allows the town to maintain their outstanding environmental and sustainability programs."

Heritage and Culture Award

WINNER: Broken Hill Mosque: The Surviving 'Ghan Town' Mosque in Australia

Highly Commended: Johns Bros Joyland – Sulphide Street Railway and Historical Museum.

Environmental Communication Award

WINNER: Riddiford Arboretum Conservation Park Community Spirit and Inclusion Award

Highly Commended: Broken Hill Heritage Festival 2019.

2018

WINNER: Population Category D: 12,001-20,000

Heritage and Cultural Award - Broken Hill Regeneration Reserves Management Plan

Community Spirit and Inclusion Award

SECOND: Broken Hill Cemetery Restoration

Highly Commended: 2018 Heritage Festival

2017

WINNER: Hey Tosser! Litter Action Award – Tidy Towns Volunteer Working Group

Highly Commended: Cultural Award – Sulphide Street Railway and Historical Museum Hospital Museum Annexe and Restoration.

TREE MANAGEMENT PLAN - Trees are an asset valued by the community and the Tree Management Plan was developed by Council as a guideline to staff and the community about how best to manage, protect and preserve the life of trees within Broken Hill.

The purpose of the Tree Management Plan is to provide a comprehensive framework for the conservation and management of street, roadside and parkland trees within the Local Government area. It applies to all trees under Council's management within the City's Local Government boundaries.

The Tree Management Plan provides the framework for the ongoing maintenance, protection, renewal and risk management of Broken Hill City Council trees. It is aligned with the Tree Management Policy and the proposed Parks and Open Spaces Asset Management Plan, both of which recognise that Council trees are a significant asset that are of high value to the environment and community and contribute greatly to the liveability of the City.

The presence of trees in public areas can pose a degree of risk to people, property and services and the benefits provided by these trees comes at a considerable cost in terms of installation, maintenance and impacts on infrastructure such as drainage, roads and footpaths.

The Tree Management Plan documents the management strategies that Broken Hill City Council either has in place or are to be implemented, to ensure the longevity and quality of trees within the Council's urban environments and the risk management practices used to ensure minimal adverse impact on both Council and private property due to the presence of Council managed trees.

Following community consultation, the Tree Management Plan was adopted by Council in 2021 and will be reviewed at the start of each term following the Local Government Elections, or as required to ensure that it meets the legislation requirements and future needs of Council and the community.

ACHIEVEMENTS IN OUR ENVIRONMENT

Proactive and responsible planning supports the community and the environment

Key Highlights

PLANNING - A new comprehensive Development Control Plan (DCP) was developed and adopted in October 2016. The purpose of this plan is to guide development within the Broken Hill LGA and to be consistent with the aims and objectives of Broken Hill Local Environment Plan (LEP) 2013. It contains objectives and development controls that expand upon the requirements of Broken Hill LEP 2013. Whilst a DCP does not carry the statutory "weight" of the LEP provisions, it does still provide guidance and requirements that are to be considered when preparing a proposal to develop land in Broken Hill.

Council amended the Broken Hill LEP 2013, to allow for an "additional permitted use" on land within the Broken Hill Regional Airport site. The additional permitted use was to allow for the construction of an Animal Pound, to be established and operated by Council. The Broken Hill LEP 2013 amendment was approved in January 2017.

HERITAGE STRATEGY - The purpose of Council's Heritage Strategy is to provide a summary of strategies that will be employed to guide heritage management in the City. The Strategy is prepared to meet the requirements of the New South Wales Heritage Office three-year funding agreement to support local government heritage management in New South Wales.

The NSW Heritage Office document "*Recommendations for local council heritage management*" was used by Council to inform the preparation and updating of the Heritage Strategy. This document provides a framework of nine recommendations for heritage management. These nine recommendations are reflected in Council's Heritage Strategy.

The Broken Hill City Council Heritage Strategy 2017-2020 was adopted by Council in 2017. The current strategy, Heritage Strategy 2020-2023, was adopted by Council in February 2021.

HERITAGE ADVISORY SERVICE - Council continued its Heritage Advisory Service during the term, with 2021 being its 33rd year of operation. It was the second advisory service established in NSW and has the reputation for being a very successful program.

Ms Elizabeth Vines was Council's Heritage Advisor from the introduction of the Advisory service until July 2017.

- **Preserved the heritage and streetscapes of the City by:**

- Amending the Local Environment Plan to include additional permitted use
- Developing and implementing the 2016 Broken Hill Development Control Plan
- Developing and implementing the Heritage Strategy
- Appointing the Heritage Advisor
- Facilitating the Heritage Advisory service
- Facilitating the Heritage Grants program
- Developing and implementing the Heritage Assistance Grants Policy
- Facilitating the Heritage Verandah Program
- Facilitating the Broken Hill Heritage Committee
- Developing and launching the Broken Hill Heritage Tool Kit
- Facilitating the preservation and maintenance of heritage listed buildings and sites
- Facilitating the Museum Advisor program and associated projects
- Facilitating the preservation and maintenance of heritage listed buildings and sites
- Restoration of historical BHP Chimney site, including construction of shade shelter and installation of interpretive signage
- Implementing the Tree Management Plan and trialling installation of mature trees in priority areas of the City

Mr Paul Davies was Heritage Advisor during the period of July 2017 until June 2020. Ms Elizabeth Vines was reappointed Heritage Advisor in July 2020 and is currently still in the role.

The Heritage Advisor:

- Provides input in the assessment of development applications likely to impact on the heritage significance of buildings and places – ensure that this is broadly applied given the National Heritage List status of the whole City.
- Provides advice for pre-Development Application (DA) meetings.
- Provides designs for new verandas including preparation of sketches and drawings in Broken Hill Heritage Conservation Areas.
- Actively promotes and identifies sources of funding for projects, such as State or Commonwealth Government initiatives and advises property owners on required information for grant applications.
- Provides input into the review of Council reports, policies and standards relating to heritage management and urban design.

MUSEUM ADVISOR PROGRAM - Dr Kate Gahan is Council's Museum Advisor. An accomplished historian and curator, Kate has been visiting Broken Hill since April 2019. Based also in regional NSW, Kate travels to Broken Hill for 20 days a year – spread across a number of visits.

Since 2020/COVID-19, Kate has visited on fewer occasions but for longer time periods. The need to drive to Broken Hill, rather than fly enroute through Sydney, has been the reason for less frequent visits.

Key facets of Kate's work here has included:

- Assisting and mentoring Broken Hill's volunteer museums in collection management – or how to improve the care of the objects or collections they hold.
- Undertaking Significance Assessments of objects or collections – which documents if, why and how an object or collection is important.
- Providing grant support to care for and interpret historic objects and collections; provide strategic guidance to museums and Council on museum and museum related matters.

Kate also provided advice and support to the staff and operation of the Albert Kersten Mining & Minerals Museum and the Outback Archives. Kate has also provided input into the current Cultural Plan process, especially advising on how museums are implicated in future cultural planning.

End of Term Report 2016-2021

BROKEN HILL MOSQUE - The Broken Hill Mosque is considered to be of State heritage significance for its rarity as the first mosque built in NSW. The mosque was built in 1891, on a site known locally as the North Camel Camp, where Afghan and Indian camel drivers unloaded their camel teams.

In April 2017, the NSW Government announced that Council would receive funding towards the project "Broken Hill Mosque: Physical Conservation and Re-interpretation of the Only Surviving 'Ghan Town' Mosque in Australia". The funding was allocated to assist in the conservation works to the interior and exterior walls. The grant was provided under the NSW Heritage Grants Program and the funding amount was matched \$ for \$ by Council.

The conservation works completed included works to the interior and exterior of the Mosque building and rear shed (early mosque) including:

- Rectification of storm water management issues that caused water to pool near the building.
- Repair of external wall structures that were unsound and had severely damaged timber framing.
- Replacement of floorboards in the Prayer Room.
- Repair of masonite timber strapping in ceiling.
- Repair to deteriorating corrugated iron roof of the rear shed (early mosque).
- Preventive and remedial conservation work on the Mosque Museum Collections in conjunction with their re-interpretation and re-display.



BROKEN HILL MOSQUE - The 'Call to Prayer' Project The work Dr Kate Gahan has undertaken to date has also resulted in the award of a major grant to undertake wider historical research to interpret the Mosque site and its collection, as well as improve the display and housing of the collection to make it safe and ensure its better care given the harsh climate or environmental conditions of Broken Hill. Sourced through Create NSW's Regional Cultural Fund the *Call to Prayer* Project, through the Broken Hill Historical Society, was awarded just over \$100,000.

With members of the Broken Hill Historical Society, and in partnership with Council, Kate is overseeing the work of several contractors to prepare a thematic history of the Mosque and its associated cameleering and cameleering families in Broken Hill and professionally design and install a new overall display and signage at the Mosque. The new and considerably enhanced display will tell the story of the Mosque and the families associated with it, through the Mosque buildings, its surrounding yard and features and the collection it houses. This completion of this work is planned for some time in early-2022.

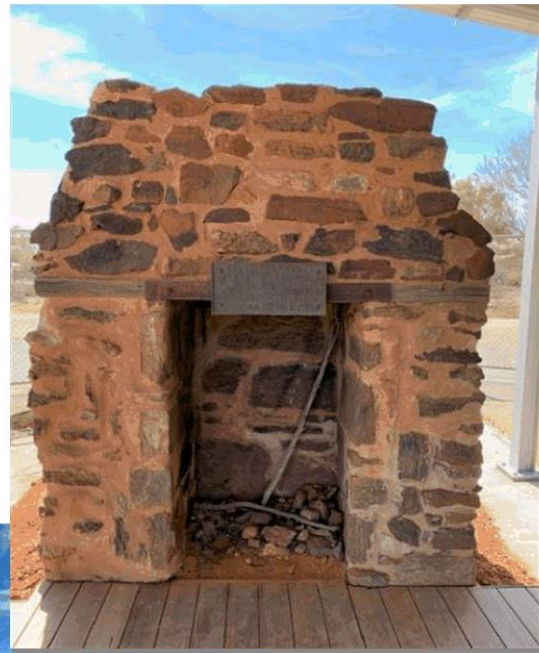
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BHP CHIMNEY PROJECT - Coinciding with the one-year anniversary of Broken Hill's inclusion on Australia's National Heritage List (January 2016), BHP CEO Andrew Mackenzie, announced a donation from the BHP Billiton Foundation, to support a major new Broken Hill City Council initiative to revitalise Broken Hill as a place to live and visit. This funding included multiple projects, one of which was to fund the restoration and protection of the BHP Chimney, being the last remnant of BHP's original office, a hut built in 1885 for the company's first manager, William Jamieson.

The BHP Chimney Ruin represents the formation of BHP – a company that has helped to shape Australia's mining, industrial and immigration policy.

In late 2019, Council engaged local company Nejaim Steel Supplies, to construct a new shelter, which was completed in April 2020.

Interpretive signage was also installed inside the shelter, providing visitors with the story of BHP and Broken Hill, along with historical photos of mining.

















KEY DIRECTION 4 – OUR LEADERSHIP

- 4.1 Openness and transparency in decision making
- 4.2 Our leaders make smart decisions
- 4.3 We unite to succeed in Australia's First Heritage Listed City
- 4.4 Our Community is engaged and informed

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



KEY DIRECTION 4 – OUR LEADERSHIP

Leadership Governance 2016-2021			
# Ordinary Council Meetings	# Extraordinary Council Meetings	# Councillor Workshops/Briefings	# Community Round Table Meetings
 55	 19	 182	 13
Audit, Risk and Improvement 2016-2021			
# Audit, Risk & Improvement Committee Meetings	# Internal Audits undertaken	# of Incentive Payments for Injury Management	Value of Incentive Payments for Injury Management
 22	 14	 5	 \$188,661
Engagement 2016-2021			
# Media Releases	# Budget Engagement Forums	Social Media Reach	Website Traffic
 600	 14	 Impressions - 11,792,099 Engagements - 865,590 1600% increase	 90% increase
Community Grants 2016-2021			
# Community Grants	Value of Community Grants		
 149	 \$619,507		

COUNCIL WEBSITE IMPROVES COMMUNICATION AND ACCESSIBILITY

Council developed a new website to better serve and inform the local community. Powered by OpenCities, the new site features an improved, simplified interface and allows all key departments within Council to have more control over their content, keeping the public informed with the most up to date information.

The new site is easier to navigate, features new easier to use forms and is far more accessible. When we talk about our Disability Inclusion Action Plan, it's not limited to just ramps, kerbs, and footpaths - It's about striving to be inclusive in all aspects of our business and this includes ensuring that all members of our community have equity of access to information and services online.

ACHIEVEMENTS IN OUR LEADERSHIP

Openness and transparency in decision making

Key Highlights

ADVOCACY STRATEGY - The emphasis our community has given to growing a sustainable economy recognises the imperative to innovate, problem solve and create new opportunities to remain relevant in a global environment that is marked by rapid social and technological change, which has been particularly evident during the past four years, with the issues surrounding the drought and COVID-19.

It also marks a shift in community appraisal, recognising that, although technology has reduced the need for labour over the years, it has also delivered efficiencies and bridged the isolation gap. Technology paves the way to operate on a national and global scale and delivers far greater opportunities in education, tourism and business. In order to reduce our reliance but also build on new opportunities in the mining industry, the community has identified strategies that reflect a commitment and determination to expand our thinking and adapt to remain relevant in the world as it is today.

This means building on existing economic platforms, like art, film, culture and tourism and on new opportunities such as technology, renewable energies and education. We must also actively pursue prospects for new business investment and encourage and support local entrepreneurialism and innovation as our economy transforms to meet new opportunities.

The Broken Hill Advocacy Strategy embraces investment in capital infrastructure, innovation and entrepreneurialism to transform the economy of Broken Hill. The Strategy, endorsed by Council in September 2018 and updated in 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 Strategy identifies the priority areas and provides a framework for actively pursuing strategies that create an environment to give our community a voice to influence decisions at a State and Federal level to improve the liveability and economic sustainability of our City.

- **Social, environmental and economic sustainability is considered when making decisions by:**
 - Developing and distributing Council's Advocacy Strategy
- **Provided accountability through planning and reporting frameworks by:**
 - Facilitating Council Audit, Risk and Improvement Committee meetings and provision of reports to Council
 - Developing and implementing Procurement Framework and Policy
 - Developing and reviewing annually Council's 4-year Delivery Program and annual Operational Plans
 - Providing reports to Council and making available to public on Council website:
 - Delivery Program progress reports
 - Operational Plan progress reports
 - Disability Inclusion Action Plan progress reports
 - Annual Reports
 - End of Term Report
 - State of Environment Report
 - Quarterly budget reviews provided in accordance with guidelines
 - Financial Statements provided in accordance with accounting standards and codes
 - Reporting of Public Interest Disclosures and Code of Conduct Complaints
 - Declaring Conflicts of Interest
 - Updating and implementing the Compliance and Enforcement Policy
 - Updating and implementing the Complaints Management Policy

This includes opportunistic and programmed activities such as writing submissions, direct lobbying, delegations, face to face meetings, correspondence, media activities and public campaigns.

The Strategy is underpinned by a projected \$50m integrated infrastructure development that includes a focus on the activation of the Central Business District, through the development of the Masterplan and Cultural Precinct, expansion of available industrial land for industry expansion, a strategic housing strategy, improved connectivity and destination marketing. The strategy underpins Council activity to interact strongly with other spheres of government, business, industry and service providers to identify emerging opportunities and achieve practical support to achieve those opportunities.

LIVE STREAMING OF COUNCIL MEETINGS AND AVAILABLE RECORDINGS - Since December 2019, all councils in NSW have been required to webcast their council meetings under the Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code).

Council has been livestreaming meetings via Facebook and YouTube since July 2019. Streams are also archived on Council's website for viewing at a later date.

COUNCIL MEETING SUMMARIES AND ONLINE SUBMISSIONS - To ensure Council meetings and their outcomes are as accessible as possible, Council has been providing short written summaries of meetings for the entire current term of Council to complement live streams.

In February 2019, Council enabled online submissions to projects or documents on display, via the Council website and OpenForms.

Links to relevant documents and the online submission form are included in each meeting summary to make it easy for locals to find and comment on Council business.

COMMUNITY SATISFACTION SURVEY - In June 2018 Council conducted a Community Satisfaction Survey in conjunction with IRIS Research. A total of 333 locals were contacted at random by phone to give their feedback on various aspects of Council and the City itself and an online survey was also available. The methodology provided statistically relevant feedback on Council services. A further survey will be undertaken in the new term of Council.

- **Provided accountability through planning and reporting frameworks by:**

- Reviewing Agency Information Guide annually and providing on Council website
- Updating and implementing the Complaints Management Policy
- Developing and implementing the Customer Service Framework, Strategy and Guidelines
- Implementing Call Centre functions to assist customers with telephone enquiries

- **Provided communication and participation for the community by:**

- Developing a new Council website to improve communication and accessibility
- Making Council Business Papers available on Council website
- Facilitating Public Forums at monthly Council meetings
- Commencing live streaming of Council meetings
- Providing a summary of Council meetings on Council website
- Providing the opportunity to make submissions online for projects and documents on display via Council website
- Undertaking a Community Satisfaction Survey and communicating results on Council website

ACHIEVEMENTS IN OUR LEADERSHIP

Our leaders make smart decisions

Key Highlights

INTERNAL AUDITING - Internal audit is an independent, objective assurance and consulting activity designed to add value and improve Council's operations. It helps Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit provides an independent and objective review and advisory service to:

- provide assurance to the Council, and the Audit, Risk & Improvement Committee, that the Council's financial and operational controls, designed to manage Council's risks and achieve the entity's objectives, are operating in an efficient, effective and ethical manner; and
- assist management in improving Council's business performance.

Broken Hill City Council engaged O'Connor Marsden & Associates to undertake an internal audit function of Council's services in July 2018. This engagement included the scheduled audits as per the internal audit plan, as well as additional audits as requested by the Executive Leadership Team or through the Audit, Risk & Improvement Committee.

In this term of Council 14 audits were completed:

- Asset Inventory Management (Garage)
- Procurement Activities at Waste Facility
- Payroll
- Rates
- Recruitment and Performance Management – Waste Management
- Procurement Process
- Swimming Pool Compliance
- Cyber Security
- Governance using the Governance Lighthouse Framework
- Councillor Expenditure
- Airport Security
- Airport Revenue
- Management of Community Facilities and \$355 Committees
- Project Management

From the 14 Audits, 125 improvement actions were identified and at the time of writing this report 58 of those actions were completed with another 37 actions commenced.

- **Supported leaders to make decisions by:**
 - Councillors attending workshops, training and briefing sessions
 - Developing and implementing Code of Meeting Practice Policy
 - Facilitating Audit, Risk and Improvement Committee
 - Undertaking Audit, Risk and Improvement Committee meetings
 - Undertaking WHS/Risk Committee meetings
 - Facilitating Workplace Consultative Committee meetings
 - Upgrading Enterprise Risk Management Framework and systems including Risk and WHS Management systems and processes
 - Implementing Council's Strategy Map and Internal Engagement Matrix
 - Undertaking and reporting on internal audits
 - Asset Inventory Management (Garage)
 - Procurement Activities at Waste Facility
 - Payroll
 - Rates
 - Recruitment and Performance Management – Waste Management
 - Procurement Process
 - Swimming Pool Compliance
 - Cyber Security
 - Governance
 - Councillor Expenditure
 - Airport Security
 - Airport Revenue
 - Management of Community Facilities and \$355 Committees
 - Project Management
- **Kept leaders informed of external decisions and information that may impact on local decisions by:**
 - Researching and providing well documented reports to Council
 - Implementing changes to Council operations in accordance with legislation and regulations
 - Councillors and Council staff members attending conferences and meetings
 - Implementing Council's Business Continuity Plan and Continuity Management Team in accordance with COVID-19 pandemic requirements

COVID-19 RESPONSE - The COVID-19 (novel coronavirus) pandemic is an unprecedented public health crisis which has fast tracked an associated economic crisis. Short term unemployment rose significantly, with job losses impacting many sectors across our community such as accommodation and food services, retail trade, arts and recreation services, education services, construction and professional services. With a long-term projected decline in population for Broken Hill, it was feared further job losses may hasten any decline, unless focussed stimulus was implemented and received.

To date the broader financial implications of the pandemic have been severe. The City of Broken Hill has not been immune to these impacts and has sustained a significant financial impact from this crisis. Major projected and actual impacts include additional operational costs as the Council increased cleaning and maintenance regimes and losses in revenue as the local community and wider economy were impacted.

Prolonged and reoccurring closures/restrictions of the City's community facilities, such as the Broken Hill Regional Art Gallery, Aquatic Centre and other community centres, have resulted in a reduction in revenue and visitation and the City now needs to rebuild from this base.

A range of initiatives designed to alleviate financial pressure on residents and small businesses across the City were presented to Council in March 2020. They included a revised procurement policy to favour local businesses, a freeze on overdue interest and a freeze on debt recovery until 31 December 2020.

To reduce the threat to its own operations, Council initially closed customer-facing facilities, expanded online service alternatives, discouraged non-essential staff travel and encouraged staff to work from home where possible, to reduce risk of infection both in the workplace and the wider community.

By late September 2020, the pandemic had mostly eased in regional NSW and Council was able to gradually ease restrictions on facilities after implementing COVID-19 Safety Plans and greatly increased safety measures.

The major financial impacts over the past two financial years have resulted in:

- Reduction in revenue from user fees and charges and investment income.
- Reduction in revenue for capital grants due to COVID-19 related delays in capital projects.
- Increased maintenance and cleaning expenditure partly offset by reductions in staff training and travel expenses.

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

In the 2019/20 Long Term Financial Plan, Council had budgeted for a return to pre-COVID conditions for revenue and expenditure assumptions for the 2022 Financial year. With Australia now operating in an environment of what is considered 'COVID Normal', these assumptions remain true.

Council is beginning to see an uplift in revenue generation and the City has experienced a tourism boom over the past 6 months.

Council's foresight in taking advantage of T-Corp's lending opportunity to safeguard Council's workforce and stimulate the local economy through major liveability and amenity improvement projects will be finalised in the upcoming financial year to further sustain the long term growth of the City as well as renewing core infrastructure.

STIMULUS PACKAGE - In 2020-21 Council took advantage of the Office of Local Government's stimulus package, taking out a \$10M loan at a fixed rate of 1.85% p.a.

These funds allow Council to fast-track infrastructure renewal in the short term and leverage grant opportunities that may effectively turn \$10M of projects, into \$20-30M projects through co-contributions.

- **Ensured our local Council is strong and sustainable by:**
 - Maintaining good governance by ensuring compliance with various guidelines, legislation and reporting requirements
 - Developing and implementing annual Long Term Financial Plans
 - Developing and implementing Procurement Framework and Policy
 - Updating and implementing the Workforce Management Plan
 - Updating and implementing the Sponsorship Policy
 - Developing and implementing the Service Review Framework
 - Undertaking Service Reviews and ensuring Council operations are efficient

COUNCIL REINVESTS SAVINGS ON INSURANCE COSTS

Council announced in 2016/17 that it was set to save \$456,713 each year after reviewing its general insurance portfolio. Council commenced undertaking an extensive service review process to improve the effectiveness and efficiency of all aspects of its operations in 2016. As part of this review, Council held talks with a number of insurers, including its previous insurer, Statewide Mutual. Council then participated as part of a group tender process with 10 other regional Council's, to test the commercial insurance market, Statewide Mutual was the successful tender and offered Council a greatly reduced premium for 2017/2018. That premium was unanimously endorsed by Councillors at a Council meeting, resulting in a saving of \$456,713 on insurance costs compared to 2016/2017.

This was a terrific result for Council that has led to some welcome upgrades and improved areas of Council's business that represented the greatest insurance risk that contributes to claims against the Council.

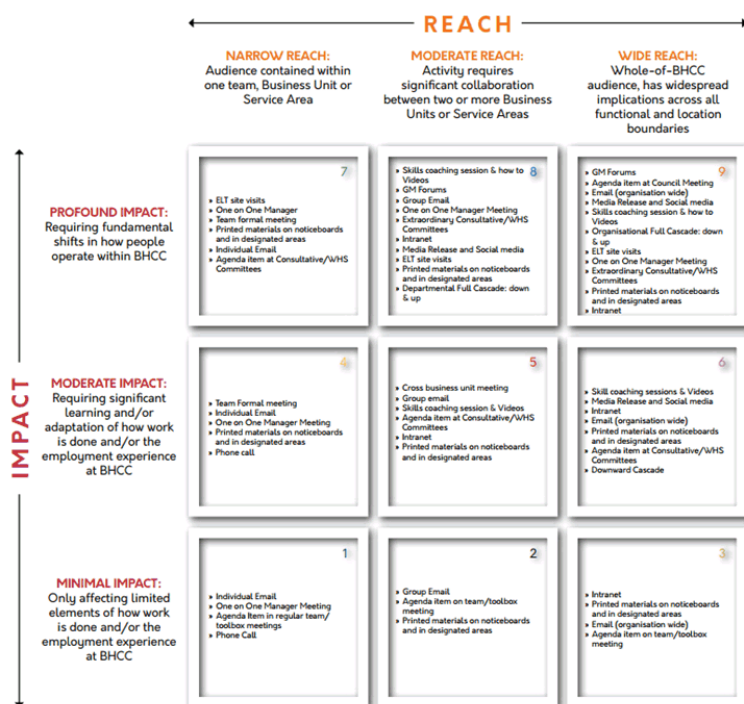
From these savings Council has made investments in footpath improvements, installed CCTV to discourage vandalism or graffiti, redeveloped parks and generally improved assets that are a risk for Council and the community. Savings were also allocated to complete maintenance on high-risk infrastructure and staff development/training centred on helping them to better identify, manage and prevent risks/hazards.

INTERNAL ENGAGEMENT MATRIX

- Council worked with Dattner-Grant to complete a communications matrix to help simplify internal communications. The workshops identified a variety of methods in which Council uses for internal communications and that it was not always easy to work out which method is suitable for the message trying to be conveyed.

The end result of the workshops was a simple two-page reference sheet (with some extra explanations) to help teams decide the best communication method that aligns with the importance and required reach of their message.

The matrix provides guidelines on communication and engagement activities appropriate to each of the nine possible combinations of **Impact** and **Reach**.



STRATEGY MAP - The Strategy Map summarises outcomes the organisation seeks to achieve and assists the workforce to understand their roles in service delivery to the community and improvement of performance.

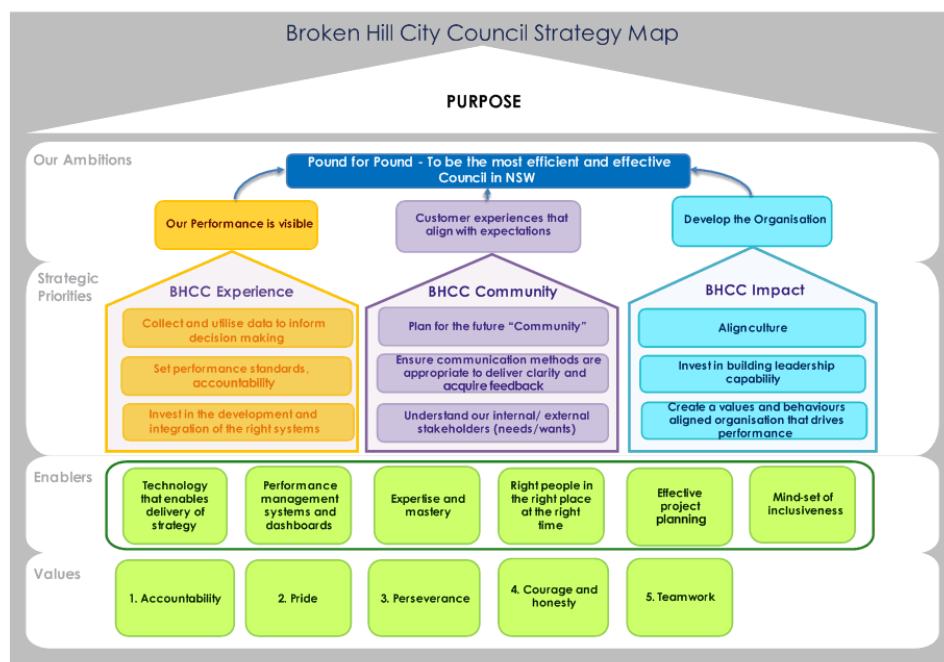
Our vision to be 'pound for pound' the most efficient and effective Council in NSW. We don't have the resources of other councils around the State, so we must continue to punch above our weight, and do the best we can with what we have at our disposal.

The Map was developed as an exercise by the Executive Leadership Team, to achieve a clear vision and mission for the organisation to be its best regardless of the service being provided.

The three strategic priorities for Council experience are:

- Performance – Play your role – Your work contributes to our success.
- Visibility – What standards we set for service, how we measure them and how we report them to stakeholders.
- Systems – Technology and innovation help us to be more efficient and effective.

Council remains committed to providing a workplace environment where our current and future employees enjoy coming to work and take pride in delivering services to our community.



Theme Definitions



ACHIEVEMENTS IN OUR LEADERSHIP

We unite to succeed in Australia's first heritage listed City

Key Highlights

RECONCILIATION ACTION PLAN - Council completed its second Reconciliation Action Plan (RAP) in October 2020, after a period of discussion, liaison and action setting within Council departments, consultation with Traditional Owners and members of the Aboriginal community and Aboriginal Community Working Party. This plan was formally endorsed by Reconciliation Australia in October 2020. The RAP covers the period October 2020 to October 2022.

A Reconciliation Action Plan Working Group was established in 2019 and maintains membership from Councillors, the local Aboriginal community and Council staff. This group meets quarterly to discuss actions in the RAP and other items of interest in the community and provides advice to Council on engagement where required.

The period impacted by COVID-19 restrictions resulted in consultation with the working group occurring through digital technology and email.

DISABILITY INCLUSION ACTION PLAN - Council is committed to working with the community to achieve an increasingly inclusive and accessible local government area.

Council worked with people with disability, their families and supporters to develop the 2017-2021 Disability Inclusion Action Plan (DIAP). A Working Party, consisting of people with disability, as well as key Council staff was developed to guide the process. The Working Party provided guidance to the Project Team on how to engage people with disability in the consultation and survey process. The Working Party also gave detailed information on barriers that currently exist to full inclusion, as well as ideas and strategies to address them.

The strategies within the DIAP seek to create improved and equitable opportunities for all persons living with disability to access the full range of services and activities available in the community.

The DIAP provides strategies, actions and performance measures designed to address the specific issues raised by people with disability.

- **Identified opportunities and developed relationships to work together by:**
 - Councillors participating in Committees and Working Groups
 - Facilitating the Reconciliation Action Plan Working Group
 - Developing the Reconciliation Action Plan 2020-2022 and endorsement by Reconciliation Australia
 - Facilitating the development and implementation of the Disability Inclusion Action Plan 2017-2021
 - Facilitating the Disability Inclusion Action Plan Monitoring Group
 - Facilitating Community Strategic Plan Round Table Committee meetings
 - Implementing the Community Assistance Grants program
 - Collaborating with other Councils and becoming a member of the Far South West Joint Organisation
 - Maintaining strong relationships and regular contact with local State Member, local Federal Member, Minister of Local Government and other Ministers
 - Collaborating with Western Division Councils of NSW for united advocacy at state and federal government level
 - Collaborating with Australian Mining Cities Alliance Councils

WESTERN DIVISION - The Western Division Councils of NSW (or "Western Division") is a collaborative body representing the eight Councils in Far West NSW including Broken Hill City Council. The Western Division covers 42% of the state with member councils representing more than 40,000 outback residents. Since its establishment in the 1920s as part of the NSW Shires Association, the Mayors and General Managers of member Councils have met three times a year to co-ordinate and collaborate on topics of common interest and present a united front when advocating at the State and Federal levels. In 2021, the annual Western Division Conference was held in Broken Hill, after it was deferred in 2020 due to COVID-19.

The strategies and actions are divided into four Focus Areas, as follows:

1. **Attitudes and Behaviours** - This includes fostering positive attitudes and behaviours towards people with disability and removing attitudinal barriers that people with disability have told us get in the way of their full enjoyment of activities, services and opportunities in our local area.
2. **Liveable Communities** - Strategies in this area address the ongoing challenge of ensuring Council's built environments become accessible to all. A key strategy is to more actively involve people with disability in decision making about priorities for footpath maintenance and upgrades. - Encouraging accessible and inclusive activities, events and businesses also appear in Council's strategies in this area. Council has highlighted and promoted the economic benefits of inclusion to businesses and tourism.
3. **Improving access to mainstream services through better Council systems and processes** - Council is committed to making Council information more accessible to all and providing information in an increasing number of formats. - Our Customer Service Framework has been reviewed to enable our staff to be more responsive to the needs of people with disability, thus supporting independent access to all Council services and processes.
4. **Supporting access to meaningful employment** - This involves ensuring Council's job design, recruitment and employment processes reflect best practice with regards to enabling people with disability to join our workforce.

Throughout the four years implementation of this Plan, Council engaged and involved people with disability to help monitor the progress. Council achieved this by reporting to a Disability Inclusion Action Plan Monitoring Group including persons with disability, to ensure the broadest range of input possible, as well as representatives of key partner agencies and staff from within Council.

Links between the DIAP and the Community Strategic Plan, Delivery Program and Operational Plans, have enabled Council to monitor how it is has progressed putting the plan into action. This has assisted Council to give a clear picture in the Annual Report, of what has been completed and what is still to happen.

Council has commenced a review of the 2017-2021 Disability Inclusion Action Plan and will again consult broadly with the community to ask what positive changes they may have noticed, as well as asking where barriers continue to exist. This will assist Council to develop a new Disability Inclusion Action Plan in the new term.

FAR SOUTH WEST JOINT ORGANISATION - In 2018, the councils of Broken Hill, Balranald, Central Darling and Wentworth formed the Far West Joint Organisation which is an initiative of the NSW Office of Local Government. The Far South West Joint Organisation (FSWJO) is one of the 13 Joint Organisations established with the aim of elevating the shared priorities of member Councils' strategic plans, programs, priorities and policies. The Councils meet on a regular basis to identify shared opportunities and projects.

The FSWJO member Councils are committed to creating a stronger region through its Statement of Strategic Regional Priorities that include:

- Regional Priorities – Establishing strategic regional priorities for Far West NSW to include the development of strategies and plans for the delivery of these priorities.
- Regional Leadership – Providing regional leadership through which the FWJO will be a mechanism for advocacy for the identified strategic regional priorities.
- Economic Opportunities – Identifying and taking up opportunities for collaboration with the NSW government to drive innovation, prosperity and growth in Far West NSW.

MINING ALLIANCE - In 2017, the Mayors of Mount Isa, Kalgoorlie-Boulder and Broken Hill formed an alliance to back development and jobs growth in regional Australia. The Mayors formed the Australian Mining Cities Alliance to share knowledge and experience and strengthen relationships with the mining industry across Australia. Isaac Regional Council joined the Alliance in 2018. The Alliance is aimed at making sure Australia's mining cities have a collective voice and to maximise cooperation with Australia's mining industry which underpins the economies of so many communities across Australia, especially in rural and remote areas. The idea of creating an alliance came from the 2014 SEGRA Conference in Alice Springs where delegates discussed a conference topic of "How might we best support single industry towns" and a round table session on the topic of "Rural and Remote Regional Service Hubs". From this, it was agreed to create a mechanism to propose, explore and document economic development strategies aimed at:

- ensuring resource optimisation,
- fostering economic consolidation,
- sustaining social capital; and
- embracing technological take-up.

The proposed objectives are to:

- progress the economic development of mining cities and centres across Australia,
- share experiences and know-how among the members of the Alliance; and
- seek to improve state and federal policy settings relating to mining cities and centres.

ACHIEVEMENTS IN OUR LEADERSHIP

Our community is engaged and informed

Key Highlights

COMMUNITY STRATEGIC PLAN - Community Strategic Plans are created or revised every four years in line with NSW Council elections and are adopted in the nine-month period elections take place.

The Community Strategic Plan (CSP) is the highest-level plan of any Council and all other Council plans are influenced by the actions in the CSP. The CSP is developed by Council in partnership with the community, that sets out residents' priorities and aspirations for the future of the LGA.

Council held a 10-hour Community Open Day at the Visitor Information Centre during February 2017, as well as conducting an online survey across several weeks, to gain community input in the review of the Community Strategic Plan (CSP).

Responses showed strong support for the ongoing protection of the Menindee Lakes and Darling River, concern over weeds and footpaths and a desire for Council to use "plain English" when communicating with the community.

The Broken Hill 2033 Community Strategic Plan was adopted by Council in April 2017.

Engagement with the community also took place between March 2020 and June 2021 as primary research in the preparation for a new Community Strategic Plan.

The engagement undertaken during this period provided a snapshot of how the community was feeling prior to and after the most acute period of the COVID-19 pandemic, when the City experienced the most limiting impacts of isolation.

Engagement activities conducted in 2020/21 included a series of targeted consultations held in March 2020 which were performed by Blackadder and Associates and supported by Council staff. These sessions sought to ensure that likeminded groups of people had an opportunity to talk about issues relevant to their area of expertise.

These sessions included those involved in economic development, business, industry, the social sector, young people, arts and history, volunteers and others.

- **Increased community involvement in decision making by:**
 - Undertaking community engagement to review and develop the Broken Hill 2033 Community Strategic Plan
 - Consulting with community to develop the Smart Community Framework 'Smarter Broken Hill'
- **Increased knowledge and awareness by:**
 - Developing and implementing the Communications and Engagement Strategy
 - Developing and implementing the Social Media Strategy
 - Developing and implementing the Social Media Policy
 - Providing information to community via Council website
 - Providing information to community through local newspaper
 - Providing information via radio interviews
 - Providing media releases to external media sources and to community via social media and on Council website
 - Developing and implementing the Customer Service Framework, Strategy, Guidelines and Charter
 - Providing Frequently Asked Questions fact sheets on Council website
- **Engaged community through:**
 - Public engagement sessions
 - Pop-up engagements
 - Targeted focus groups
 - Public displays and exhibitions
 - Site visits
 - Surveys

This engagement was enhanced by pop up consultation sessions held throughout the city in which questions were asked that helped identify issues, positive aspects to life in Broken Hill and areas where improvements can be made. These sessions were held pre and post the COVID-19 pandemic isolation period, to ascertain any changes in community thinking.

Three widely distributed surveys were conducted, with one being easy read to ensure that as many people as possible had the opportunity to take part in the consultation.

Over 600 people from a wide range of age and cultural groups were engaged in total. People generously shared their hopes for the future of Broken Hill, based in the knowledge of what is working well and then identifying their community ambitions for the future.

Council is responsible for conducting the engagement and writing the findings into a plan, which should be used widely in the community to encourage community partnerships, in order to reach goals identified by community members throughout the engagement process.

The new Community Strategic Plan will be developed further by the newly elected Council in consultation with the community.

COMMUNICATIONS AND ENGAGEMENT STRATEGY

- Council adopted its Communications and Engagement Strategy in 2018. The Communications and Engagement Strategy outlines to the community when, how, why Council engages and communicates and the methodology behind its approach.

The strategy has a strong digital focus to align with Federal Government expectations of a continued rise in demand for digital communications and service delivery and also aligns with a number of Council's own strategies, such as the Digital Strategy, Smart Communities Framework and Disability Inclusion Action Plan.

COMMUNITY ENGAGEMENT - During the term, Council has employed various levels and methods of engagement across a range of projects and initiatives commensurate to the level of public input required.

Engagement methods included focus groups with consultants and staff, public engagement sessions, public activities, pop-up engagements, targeted focus groups, public displays and exhibitions, advertising, media releases, social media, radio interviews, site visits and surveys.

• **Community Engagements:**

- Active Transport Plan development
- Annual Budget engagement
- Broken Hill 2033 Community Strategic Plan development
- Broken Hill Community Strategic Plan review
- Central Business District Masterplan development
- Companion Animal Shelter development
- Cultural Plan development
- Cultural Precinct project
- Disability Inclusion Action Plan development
- Mundi Mundi Bash Business Forums
- New Library and Archives design
- O'Neill Sporting Complex redesign
- Patton Park redevelopment
- Queen Elizabeth Park redevelopment
- Reconciliation Action Plan
- Re-establishment of Alcohol-Free Zones
- Renaming of Airport Road to Pro Hart Way
- Renewable Energy Action Plan development
- Riddiford Arboretum Sculpture Symposium consultation
- Skate Park redevelopment
- Smart Community Framework 'Smarter Broken Hill' development
- Sturt Park Playground redevelopment
- Sustainability Strategy development
- Tidy Towns Clean Up events
- Tree Management Plan development
- Waste Fees and Charges review
- Waste Transfer Station development
- Young Leaders engagement

DISABILITY INCLUSION ACTION PLAN 2017-2021

Our commitment is to 'create greater opportunities for people of all ages, all cultures and of differing abilities, to access the full range of services and activities available in the local community'.



ACHIEVEMENTS IN OUR DISABILITY INCLUSION ACTION PLAN

Key Highlights

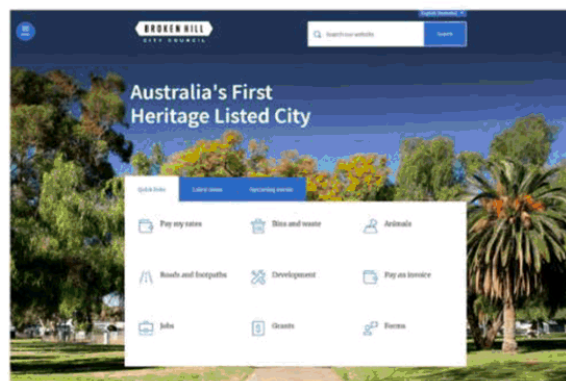
COUNCIL WEBSITE - In 2019 Council launched a renewed, refreshed and revitalised Broken Hill City Council website.

The project was carefully planned and considered staff feedback throughout the process to ensure it met the business needs of all stakeholders. The OpenCities product from Seamless CMS was identified as the

preferred option due to their specialist local government website experience and well-designed off-the-shelf product. The new website marked a change in the way Council approaches its digital presence, with content responsibility distributed across subject matter experts throughout the organisation. Such a significant shift was made possible through over 90 hours of foundation training provided to approximately 50 participants by Council communications staff and reinforced with 40 hours of both structured and drop-in content workshops.

ACCESSIBILITY FIRST DESIGN

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



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

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

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

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



Patton Park Amenities

ACTIVE TRANSPORT PLAN - Council commenced works on priority areas identified within the Active Transport Plan to make movements for both pedestrians and road users safer and inclusive.



NEW PATHWAYS - These works provide connectivity and safe passage. New pathways include Blende Street (Central Business District) area, O'Farrell Street and Patton Street.



O'Farrell Street pathway (shown above)



Blende Street pathway (shown above)

Patton Street pathway (shown below)



OXIDE AND BLENDE STREET INTERSECTION

- Installation works of traffic calming, accessibility kerb ramps, pedestrian refuge islands; and relocation of give way lines and signs to provide better visibility of approaching vehicles at the intersection. These works aid in slowing down vehicles to allow for safe passage by pedestrians.

**LIVING DESERT - Starview Primitive Campsite**

- Construction of new accessible toilet and shower facilities.

**LIVING DESERT - Picnic Area**

- Installation of an accessible BBQ and Shelter.



IODIDE STREET PEDESTRIAN CROSSING - Provision of wider accessibility ramps, painted refuge island and new pedestrian crossing to make safer crossing within school zone.



FOCUS AREA 1: ATTITUDES AND BEHAVIOURS

ACHIEVEMENTS

Supported positive attitudes towards inclusion amongst our Council staff by:

- Incorporating awareness training materials in onboarding induction processes
- Developing an annual training program, which includes awareness courses in accordance with Council's Learning and Development Framework
- Ensuring that Council's Customer Service Framework includes sections on inclusion and accessibility

Trained Council staff to respectfully, confidently and effectively communicate with people with disability by:

- Upskilling staff in website content accessibility and social media compliance
- Identifying training opportunities and requirements for staff to produce alternative document formats
- Supporting staff to enhance disability confidence and communication skills in liaising with the community
- Supporting staff attendance at Autism awareness training activities
- Developing staff skills in creating Social Stories relating to programs and events

Contributed positive media stories about what Council is doing to build inclusion with people with disability by:

- Referencing the Disability Inclusion Action Plan in all relevant releases and statements

Contributed to creating positive attitudes towards inclusion in Broken Hill community by:

- Supporting the NDIS information and preplanning hubs, National Reconciliation Week, Positive Partnerships Autism Awareness, Inclusive Tourism Online Learning, Stress Down Day and International Day of People with a Disability community event
- Extending invitation to YMCA staff to join autism awareness sessions
- Inclusion of disability as being part of the human experience by making regular adjustments to Library and Cultural programs delivered
- Providing accessible public computers and height adjustable tables to the community
- Providing online access to Central West Zone online BorrowBox "Mindful and Well-being" collection

FOCUS AREA 2: LIVEABLE COMMUNITIES

ACHIEVEMENTS

Progressively improved the accessibility of footpaths in Broken Hill LGA in consultation with people with mobility and vision related disabilities by:

- Incorporating the Pedestrian Access Management Plan (PAMP) into the Active Transport Plan
- Undertaking community consultation and workshops for the Active Transport Plan (ATP)
- Receiving funding to develop the PAMP, which was upgraded to an ATP
- Actively preparing media releases for key stages works programs of footpath maintenance and upgrade works

Planned to progressively improve the accessibility of public toilets by:

- Incorporating accessible public amenities in the Active Transport Plan
- Undertaking an audit of public amenities to inform future capital works projects
- Consulting with the community for the upgrade to public amenities in Patton
- Installation of a state-of-the-art accessible amenities block at Patton Park
- Providing regular updates to the National Public Toilet Map
- Providing a link to the National Public Toilet Map on Council's website
- Installing adult changing tables at the Broken Hill Regional Aquatic Centre and the Patton Park amenities block

Increased accessibility and inclusion of events held in Broken Hill and Council meetings by:

- Accessing Accessible and Inclusive Guidelines as required from industry bodies and government agencies
- Sharing internal templates and resources
- Including disability access in planning templates
- Including accessibility and inclusion in the Broken Hill Event Guide
- Developing an Accessible Meeting Checklist and processes

Progressively increased accessibility and inclusion of places of recreation, learning and leisure by:

- Investigating accessibility features of Council buildings to develop PDF of building access features
- Developing a template to capture the accessibility features of Council's parks, sports fields and playgrounds

ACHIEVEMENTS

- Introducing building access information in advertising and marketing for the Art Gallery and Albert Kersten Mining & Minerals Museum
- Providing a dedicated Art Gallery website with a page regarding access and all other appropriate information
- Uploading accessibility information to the Library webpage
- Promoting sensory friendly session for the community at the Library
- Displaying signage for ramps and disability parking at the Visitor Information Centre
- Providing accessibility information for the Visitors Information Centre via the Australian Tourism Data Warehouse
- Regularly updating the Accommodation Guide Template which highlights accommodation places that cater for wheelchair accessibility and include wheelchair accessible bathrooms
- Hosting workshops for Maari Ma Health group clients
- Making regular adjustments to Gallery, Museum and Library programs to include people with a disability
- Providing a Library service that is free, inclusive, diverse and available to all members of the community regardless of culture, religion, race, gender or socio-economic status
- Using social stories to show children on the autism spectrum what to expect in unfamiliar social settings
- Providing a free home delivery service to residents who are unable to visit the Library
- Providing free public library services to isolated residents of the remote Far West NSW
- Providing access to Library books and eResources on disability inclusion, health and well being
- Providing an online digital Library service
- Promoting and supporting disability awareness campaigns through the Art Gallery Social Media channels

Improved access to Council Administrative Centre and Civic Centre and Visitor Information Centre by:

- Including accessibility and inclusion in the refurbishment design for the temporary Library relocation to the Administrative Centre
- Planning for the installation of a permanent accessible toilet on the ground floor of the Administrative Centre
- Including accessible features at the Civic Centre, such as accessible lift and toilet facilities, hearing loop technology and theatre area for those people who use wheelchairs
- Considering wheelchair height counters and installation of directional signage in any refurbishment planning

Encouraged, supported and promoted accessible business and tourism in Broken Hill by:

- Promoting the economic benefits of accessible and ageing friendly business and activities
 - By participating in the BEC Business Advice business breakfast presentations
 - Referenced media releases
- Encouraging the organisers of Business Awards to include an Accessible and Inclusive Business Award in award categories

FOCUS AREA 3: SYSTEMS AND PROCESSES**ACHIEVEMENTS****Updated the Customer Service Framework to provide guidance to staff on how to make information more accessible by:**

- Providing staff with guidelines to author web accessible documents
- Providing an accessible format request form and processes

Progressively improved accessibility of Council websites by:

- Completing website accessibility audit of brokenhill.nsw.gov.au in accordance with WCAG2.0 standards
- Making contact details for the National Relay Service available on Council's website
- Conforming website to Web Content Accessibility Guidelines 2.1 "AA"
- Creating an accessible page on Council's website describing accessibility features

Reviewed the Community Engagement Strategy (Round Table or equivalent body) to improve representation of people with disability, their families and supporters by:

- Planning and researching for the future development of surveys to distribute at the International Day of People with Disabilities events and to provide to all National Disability Insurance Agency registered service providers operating in the City, to check satisfaction with Community Strategic Plan (CSP) progress
- Encouraging representation of people with disability on the Round Table and Disability Inclusion Action Plan Monitoring Group

ACHIEVEMENTS

Progressively incorporated accessibility and inclusion considerations in procurement decisions and contracts by:

- Implementing a Procurement and Policy Framework

Reviewed reference groups, or advisory bodies relating to PAMP, Traffic Safety, Flood Evacuation Plans and Council Building refurbishment plans, to ensure adequate representation of the issues of people by:

- Accommodating for the needs of people with a disability for various emergency scenarios included as part of consequence management plan developed for each emergency type, for development by lead agency nominated for the particular emergency, such as NSW Health being the lead agency for COVID-19 response
- Inclusion of accessibility requirements and standards for all draft concept design plans for any future asset refits, inclusive of community consultation and engagement

Ensured Council's emergency evacuation procedures specifically consider the needs of people with disability by:

- Reviewing emergency evacuation procedures following live drill exercises and updating documentation accordingly
- Ensuring all emergency evacuation training and awareness has been undertaken with all staff

Progressively reviewed the procedures supporting access to all Council services and processes (such as making a complaint etc) to ensure improved access by:

- Implementing a Complaints Management Policy and Complaints Management Procedure
 - Ensuring Policy and Procedure reflects disability inclusion with plain English documentation and workflow chart, allowing for a variety of methods to register a complaint

FOCUS AREA 4: EMPLOYMENT**ACHIEVEMENTS**

Reviewed Council recruitment and employment processes to ensure they provide fair and barrier free opportunity to candidates who have a disability by:

- Ongoing membership to the Australian Network on Disability
- Investigating free resources available from the Australian Network on Disability
- Investigating guides to ensure best practice policy update
- Implementing a Recruitment Framework which addresses making reasonable adjustments for all applicants during employment processes
- Undertaking workshops to understand Information Technology Strategy requirements, ensuring a commitment to include consideration of reasonable adjustment and use of assisted technology
- Endorsing Information and Communication Technology Strategy 2019-2022 and Roadmap 2019-2022

DOING BUSINESS WITH COUNCIL

CUSTOMER RELATIONS

The Customer Relations team is Council's first contact point for the community. The Customer Relations team is available for face-to-face enquires from 9am to 4pm, dependent on COVID-19 restrictions and telephone enquiries from 8.30am to 5pm, Monday to Friday. Council's cashier closes at 4pm daily.

PUBLIC OFFICER

Council's Public Officer can provide information on Council's plans, policy documents and information under the *Government Information (Public Access) Act 2009*.

COUNCIL NOTICES

Council advertises regularly in the Barrier Daily Truth newspaper, including information about proposed developments, draft policies, positions vacant, public notices and Council meeting dates and times. Council advertises in other publications when relevant.

COUNCIL WEBSITE

Council's website can be accessed at www.brokenhill.nsw.gov.au. The website includes information about Council services, media releases, positions vacant, booking information for Council facilities, forms and online payments. Public documents can also be accessed on the website and includes Business Papers, Integrated Planning and Reporting documents, Plans and Policies.

CORRESPONDENCE

All correspondence to Council should be addressed to the General Manager and forwarded to:

Broken Hill City Council
PO Box 448
BROKEN HILL NSW 2880
Email: council@brokenhill.nsw.gov.au

COUNCIL CONTACT DIRECTORY

CONTACT	CONTACT DETAILS
IN PERSON	Council Administrative Centre 240 Blende Street Broken Hill NSW 2880 9am to 4pm - Dependent on COVID19 restrictions
POST	Broken Hill City Council PO Box 448 Broken Hill NSW 2880
PHONE	08 8080 3300 – 8.30am to 5pm
FAX	08 8088 3424
EMAIL	council@brokenhill.nsw.gov.au
OPENING HOURS	9am to 4pm – Dependent on COVID-19 restrictions Monday to Friday Cashier closes at 4pm
EMERGENCY NUMBERS	
ANIMAL CONTROL	02 8579 0325
PARKS and ROADS	0408 858 368





ORDINARY MEETING OF THE COUNCIL

November 1, 2021

ITEM 2BROKEN HILL CITY COUNCIL REPORT NO. 181/21

SUBJECT: DRAFT ANNUAL REPORT 2020/2021 D21/48004

Recommendation

1. That Broken Hill City Council Report No. 181/21 dated November 1, 2021, be received.
2. That the Draft Annual Report 2020/2021, inclusive of Delivery Program Achievements, Disability Inclusion Action Plan Achievements, audited Annual Financial Statements for the reporting period 1 July 2020 to 30 June 2021, End of Term Report 2016-2021 and State of Environment Report 2016-2021, be adopted.
3. That the Annual Report 2020/2021, inclusive of Delivery Program Achievements, Disability Inclusion Action Plan Achievements, audited Annual Financial Statements for the reporting period 1 July 2020 to 30 June 2021, End of Term Report 2016-2021 and State of Environment Report 2016-2021, be posted on Council's website.
4. That Council's web link for the Annual Report 2020/2021, inclusive of Delivery Program Achievements, Disability Inclusion Action Achievements, audited Annual Financial Statements for the reporting period 1 July 2020 to 30 June 2021, End of Term Report 2016-2021 and State of Environment Report 2016-2021, be provided to the Minister via the Office of Local Government and Minister for Disability Services, by 30 November 2021.

Executive Summary:

The purpose of this report is to present the Draft Annual Report 2020/2021 for Council adoption. The Draft Annual Report 2020/2021 includes three appendices, being the Audited Annual Financial Statements for the reporting period 1 July 2020 to 30 June 2021, the End of Term Report 2016-2021 and the State of Environment Report 2016-2021.

Report:

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

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

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

The year in which an ordinary council election is held, an End of Term Report and State of Environment Report are to be included in the Annual Report.

The Annual Report 2020/2021 is required to be available to the Minister of Local Government, the Minister for Disability Services and Council website by 30 November 2021.

Community Engagement:

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

Strategic Direction:

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

Relevant Legislation:

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

Section 428 of the *Local Government Act 1993* states:

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

Financial Implications:

There are no direct financial implications arising from the adoption of the Annual Report 2020/2021 however, the Annual Report contains summaries of financial information that was adopted by Council in the 2020/2021 financial year.

The Annual Report 2020/2021 contains the 2020/2021 Audited Annual Financial Statements.

Attachments

1. [↓](#) Draft Annual Report 2020 2021
2. [↓](#) Broken Hill - Financial Statements - 2020-21
3. [↓](#) State of Environment Report 2016-2021
4. [↓](#) End of Term Report 2016- 2021

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL
GENERAL MANAGER



DRAFT ANNUAL REPORT 2020/2021

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**



QUALITY CONTROL			
KEY DIRECTION	4. Our Leadership		
OBJECTIVE	4.1 Openness and Transparency in Decision Making		
STRATEGY	4.1.1 Support the organisation to operate its legal framework		
FUNCTION	Corporate Support		
FILE REFERENCE	21/112	EDRMS REFERENCE	D21/44707
RESPONSIBLE OFFICER	General Manager		
DATE	July 2021		
COMPANY	Broken Hill City Council		
PHONE NUMBER	08 8080 3300B		
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au		
DATE	ACTION	MINUTE NO.	
24 November 2021	Presented to Council for adoption		
NOTES	Front Cover Image: Playground Equipment – Sturt Park Images sourced from Council’s Image Library © Copyright Broken Hill City Council 2020		
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan 2020-2022 Delivery Program Key Performance Indicators Progress Report ending 30 June 2021 2017-2021 Disability Inclusion Action Plan Key Performance Indicator Progress Report ending 30 June 2021 Audited Financial Statements 2020/2021 End of Term Report 2016-2021 State of Environment Report		

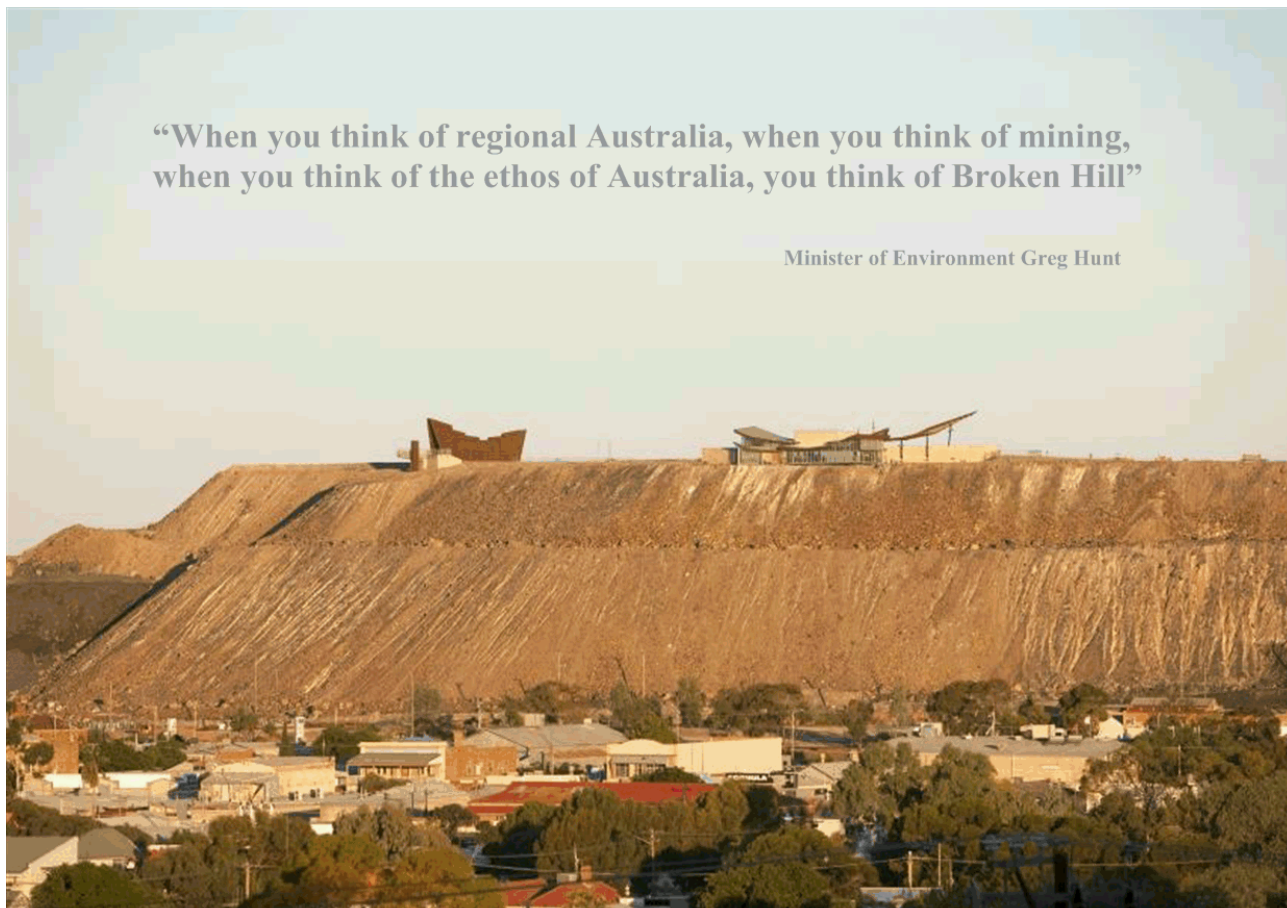
We acknowledge the traditional owners of the land on which we live and work; and pay our respects to their elders - past, present and emerging.

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

Minister of Environment Greg Hunt



ABOUT THE CITY

The City of Broken Hill is the largest regional centre in the western half of New South Wales. It lies in the centre of the sparsely settled New South Wales outback, close to the South Australian border and midway between the Queensland and Victorian borders.

POPULATION	
2020	**17,269
2016	*18,114
Female population	*51.3%
Male population	*48.7%
2006	19,753

** 2020 ABS Estimated Resident Population

* 2016 ABS Estimated Resident Population

WORKFORCE	
Local Jobs	*7,425
Local Businesses	*987

* National Institute of Economic and Industry Research (NIEIR) @ 30/06/2020

INDUSTRY	\$(M)	JOBS
Mining, Construction, Manufacturing	\$325	1,558
Household Services*	\$219.7	3,009
Public Administration and Safety	\$74	635
Retail Trade	\$46.2	842
Tourism	\$99.3	470
Gross Regional Product		\$1.04

*Household Services refers to Accommodation and Food Services, Education and Training, Health Care and Social Assistance, Arts and Recreation Services and Other Services

Source: www.profile.id.com.au

MESSAGE FROM THE MAYOR AND GENERAL MANAGER

Although COVID-19 and its restrictions continue to cause difficulty for Council and the community, we would like to take this opportunity to reflect on the positive outcomes that were achieved by Council in the last financial year.

The \$1.6 million upgrade of Queen Elizabeth got underway, creating a new home for the historic Penrose Park Picnic Train and providing much-needed upgrades for the park itself.

Sturt Park received some overdue improvements as well, with the play area upgraded to include a new toddlers' area, double flying fox and a disability-friendly swing.

The newly installed lights at Alma Oval and the O'Neill Soccer Ground will also provide a new avenue for outdoor recreation and allow our City's sportspeople to compete without contending with the at-times oppressive summer heat.

Film and tourism were another positive for the financial year, with TV shows like The Amazing Race, Total Control and RFDS, all using Broken Hill as a backdrop for their shows.

Council enjoyed great success with the "It's Out There" strategic marketing program that generated around \$1.7 million in media coverage and was arguably instrumental in the tourism boom the City enjoyed when COVID-19 restrictions began to lift.

Locals also still found time to celebrate, with 1500 people attending various events as part of the Heritage Festival and locals flocking at Christmas time to see the new five-metre Christmas tree and illuminated giant bauble.

These were complemented by new lighting installations around the CBD that allow us to light up and project images onto key buildings and landmarks to promote worthwhile events and causes.

Other highlights for the year include the City taking out five awards in its category in the Tidy Towns competition, the digitisation of nearly 3,000 historic art and mineral items and a successful cat desexing program that has the potential to prevent 1,600 unwanted cats in the new year.

In trying times such as these, we believe it is important to focus on all positives, big and small, as we all work to return to a normal way of life living with COVID-19.

We wish to thank the Councillors, staff and the Broken Hill community for their unwavering solidarity and perseverance over the last few years.

Given Broken Hill's history of progress in the face of adversity, we have every confidence the City will emerge from COVID-19 stronger than before.

Please take a look through this report for much more detail on how Council is striving to do all it can for the people of Broken Hill.

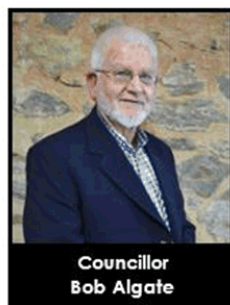
Mayor, Darriea Turley AM

General Manager, Jay Nankivell

THE ELECTED COUNCIL

Mayor and Councillors

At the Broken Hill City Council Local Government Election held on 10 September 2016, the below Councillors were elected for a four-year term of Council. In March 2020 and at the onset of the COVID-19 pandemic, the Minister for Local Government announced the postponement of the 2020 NSW Local Government elections for 12 months. In late July 2021, the Minister announced the NSW Local Government elections would be further postponed until 4 December 2021, in response to the current COVID-19 situation in NSW.



- Councillor Adams elected as Deputy Mayor from September 2020 to September 2021.
- Councillor Adams elected as Deputy Mayor from September 2021 to December 2021.

Council Meetings and Committees

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

The Office of Local Government notified all Councils on 25 March 2020, that in response to the COVID-19 pandemic, Council meetings could be held remotely using audio-visual links and webcasting of the meetings.

During 2020/21 there were 11 Ordinary and six Extraordinary Council meetings held. There were also 37 workshops and briefings for Councillors held during this period. Attendance was as follows:

Councillor	Meetings	Workshops/Briefings
Mayor Turley	17	31
Councillor Adams	16	26
Councillor Algate	17	4
Councillor Browne	16	36
Councillor Clark	16	27
Councillor Gallagher	17	28
Councillor Kennedy	17	10
Councillor Licul	16	22
Councillor Nolan	14	17
Councillor Page	14	13

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

The 2020/21 delegations were adopted 30 September 2020, minute number 46345 as follows:

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

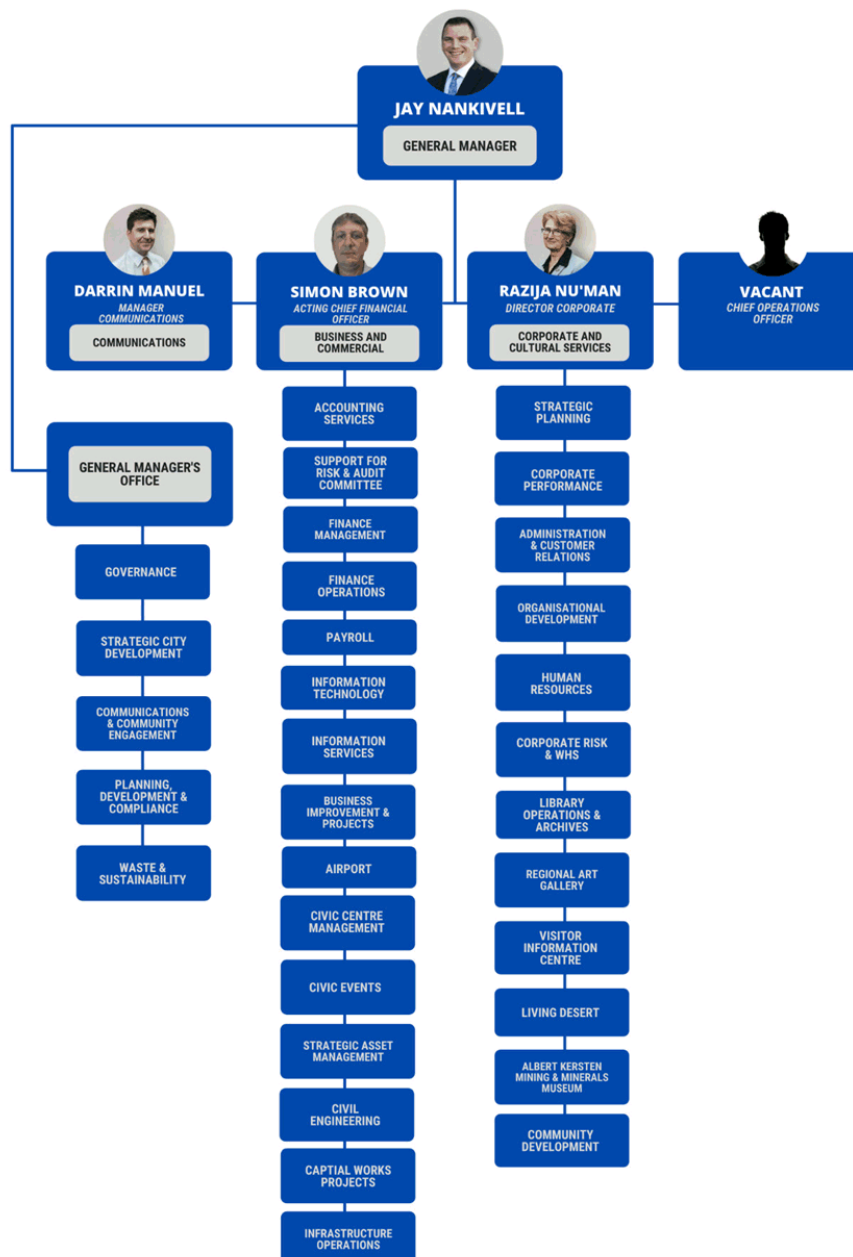
COUNCIL \$355 COMMITTEES	
Committee Name	Delegates
Alma Oval Community Committee At least 1 x Councillor	Councillor Algate Councillor Gallagher
Broken Hill Heritage Committee 5 x Councillors	Mayor Turley AM Deputy Mayor Adams Councillor Browne Councillor Clark Councillor Page
Broken Hill Regional Art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

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

ORGANISATION STRUCTURE AND EXECUTIVE LEADERSHIP TEAM

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

With the resignation of James Roncon as General Manager, Jay Nankivell became Acting General Manager in January 2021. Following a recruitment process led by an external recruitment firm, Jay Nankivell was appointed as Broken Hill City Council General Manager in April 2021.



HOW TO READ THE ANNUAL REPORT

FOLLOWING OUR PROGRESS

This Annual Report is divided into three sections:

SECTION 1: REPORTING OUR PROGRESS

This section provides an outline of Council's progress against the actions set out in the Delivery Program 2020-2022. The Delivery Program is structured around four Key Directions, as identified in the Community Strategic Plan 2033. Under each Key Direction is a summary of key achievements and strategic outcomes delivered in 2020/21, relevant to that objective.

KEY DIRECTION 1 – OUR COMMUNITY

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

KEY DIRECTION 2 – OUR ECONOMY

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

KEY DIRECTION 3 – OUR ENVIRONMENT

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

KEY DIRECTION 4 – OUR LEADERSHIP

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

DISABILITY INCLUSION ACTION PLAN PROGRESS

Broken Hill City Council's Disability Inclusion Action Plan 2017-2021 outlines Council's commitment to improving opportunities for people with disability of all ages to access the full range of services and activities available in the community. Our commitment is to 'create greater opportunities for people of all ages, all cultures and of differing abilities, to access the full range of services and activities available in the local community.' Under this heading is a summary of key achievements and strategic outcomes implemented in 2020/21.

SECTION 2: STATUTORY REPORTING REQUIREMENTS

This section includes reporting requirements prescribed by the Local Government (General) Regulation 2005, including (but not limited to) a summary of Council's legal proceedings; details of contracts awarded by Council; financial assistance contributions to the community; written off rates and charges; information relating to the *Government Information (Public Access) Act 2009 NSW*; and information relating to the *Public Interest Disclosures Act 1994*.

SECTION 3: FINANCIAL STATEMENTS

This section includes general purpose financial statements for the financial year ending 30 June 2021, including an Income Statement, Statement of Financial Position, Statement of Changes in Equity and Statement of Cash Flows.

SECTION 1: REPORTING ON OUR PROGRESS

Integrated Planning and Reporting

A framework for strategic and sustainable local government

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

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

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

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

Community Strategic Plan

The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. It is prepared for a minimum period of 10 years. It should be developed and delivered as a partnership between the council, state agencies, community groups and individuals and should address a broad range of issues that are relevant to the whole community.

Resourcing Strategy

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

Delivery Program

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

Operational Plan

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

Annual Report

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

KEY DIRECTION 1 – OUR COMMUNITY

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



ACHIEVEMENTS IN OUR COMMUNITY

KEY HIGHLIGHTS - People in our community are in safe hands

HEALTH ADMINISTRATION AND INSPECTIONS

- Council carried out 66 routine food business assessments of fixed, high and medium risk food businesses. Council's Environmental Health Officer investigated ten complaints relating to food. Inspections of other registered premises included public swimming pools, skin penetration, caravan parks, boarding houses and mortuaries.

FOOD BUSINESS ASSESSMENT OUTCOMES

- The Scores on Doors Program continued in Broken Hill during 2020/21 and scores achieved by food businesses were displayed on Council's website.

Whilst most food businesses were compliant and received either 5-star, 4-star or 3-star ratings, a range of enforcement actions were taken between complaint investigations and food businesses receiving No Grade during their routine food assessment.

Outcomes for non-compliance for 2020/21:

- Re-inspections = 5, Warning Letters = 1, Improvement Notices = 0, Penalty Infringement Notices = 0 and Prohibition Orders = 0.

SUBSIDISED DESEXING PROGRAM - Stray cats can cause nuisance issues in the community therefore, Council, the National Desexing Network, BH Vet Clinic and the RSPCA joined forces in 2021 to offer a subsidised desexing program to help prevent unwanted cats.

The program enabled locals on pensions or low income to pay just \$20 to desex their male cats, \$30 for the first female cat, \$20 for the second female cat and free desexing of any additional cats in the same household. In addition, residents were able to pay just \$5, to microchip cats not already microchipped, at the time of desexing.

Residents were asked to contact the National Desexing Network to find out if they were eligible. Eligible residents were issued a desexing voucher and then contacted a local vet to make an appointment.

This Council subsidised program assisted to desex a total of 200 cats locally.

KEY HIGHLIGHTS - Our community works together

COMMUNITY DEVELOPMENT – In July 2020 Council employed a part-time Community Development Officer, to continue the Community Development works established through the YMCA partnership.

This enabled further interaction with the community to undertake community engagement for the Community Strategic Plan, complete the Reconciliation Action Plan and ensure the continued engagement of community members in the Reconciliation Action Plan Working Group.

Council's commitment to enhancing the liveability of the City has been expressed in part by the execution of grant funded community events and programs.

During 2020/21, Council has facilitated events and programs to celebrate Youth Week, Seniors Week, Women's Week and various youth events such as the L.E.D. Colour Run held at Sturt Park and Summer break activities held at the Regional Aquatic Centre. These events were supported by Council and activities funded by Foundation for Rural and Regional Renewal and the NSW Government.

RECONCILIATION ACTION PLAN 2020-2022

- Council completed its second

Reconciliation Action Plan (RAP) in October 2020, after a period of discussion, liaison and action setting within council departments, consultation with Traditional Owners and members of the Aboriginal community and Aboriginal Community Working Party.

This plan was formally endorsed by Reconciliation Australia in October 2020. The RAP covers the period October 2020 to October 2022 and can be found on Council's website.



A Reconciliation Action Plan Working Group was active during 2020/21, meeting quarterly to discuss actions in the RAP and other items of interest in the community and provides advice to Council on engagement where required. The period impacted by COVID-19 restrictions, resulted in consultation with the working group occurring through digital technology and email.

AUSTRALIA DAY CELEBRATIONS - With COVID-19 restrictions in place, Council was able to hold a modified Australia Day Ceremony at the Civic Centre.

Australia Day normally kicks off with the annual Lions Club BBQ on the Civic Centre Plaza, followed by the Flag Raising Ceremony. Unfortunately, the BBQ was unable to go ahead and the Flag Raising took place as a private ceremony to adhere to the limit on public outdoor gatherings. The Flag Raising was attended by the Mayor, Councillors, Senior Council Officers, Australia Day Ambassador and the Girl Guides.

The Australia Day Awards Ceremony and Citizenship Ceremony took place inside the Civic Centre Auditorium. Approximately 200 people attended, welcoming one new Australian Citizen.

Australia Day Ambassador, Emma Rossi gave an address and assisted in the presentation and recognition of six Australia Day Awards. Those attending were treated to performances by the very talented Abbey Johns and a COVID-19 safe morning tea.

WOMEN'S WEEK - In March 2021, Council invited women of all ages to take advantage of life coaching sessions and physical activity sessions being held as part of NSW Women's Week.

The free morning and evening life coaching workshops were provided via Zoom by 'Head Coach' throughout the second week of March, with in-person or Zoom meeting options being made available. The workshops included 'Goal Setting (Dream, Plan, Achieve)', 'The Power of You' (Think, Feel, Action) and 'Visualisation' (Dream it, Live it) and provided an opportunity for women and girls to benefit from the specialised workshops.

As a component of the Women's Week activities, the YMCA was engaged to conduct free morning and evening yoga sessions for local women and girls to attend in Sturt Park each day from 8-14 March 2021.

It was a great way for participants to either start their day, or to wind down at the end of the day.

Local NSW Women's Week events were supported by Council and the NSW Government.

YOUNG LEADERS WIN BIG IN HEYWIRE

- Broken Hill received funding through the Foundation for Rural & Regional Renewal ABC Heywire competition, to hold a local event celebrating diversity.

A submission, auspiced by Council and written with the YMCA Young Leaders, was successful in the competition's "Let's Embrace Diversity" category. The submission was one of 24 entries selected for funding, which speaks to the quality of the submission organised by the Young Leaders.

As a result of the funding, a colour run and community gathering was held on Harmony Day in March 2021, to celebrate diversity.

Winning the grant was a great result for Council and the City's young leaders and shows the dedication and commitment of our young people to making Broken Hill's future better for youth.

YOUTH WEEK - To kick off Youth Week in April 2021; Council, Headspace and the YMCA provided free learn to skateboard and mentoring workshops at the Duff Street Park.

The event was hosted by Sydney-based skateboarding workshop specialists, The Totem Collective and people aged 12 years and up were invited to attend.

This was a fantastic opportunity for aspiring skateboarders and those with an interest in skateboarding, or wanting to learn something new, to get involved and take advantage of the experience and expertise provided by The Totem Collective. A free BBQ was also provided by the Y's Mens Club.

The event was funded by a Youth Week grant from the NSW Government which could not be used in 2020 due to COVID-19 restrictions.

HEALTH AND WELLBEING ACTIVITIES FOR SENIORS

- Council and the YMCA hosted a big day of free activities at the Regional Aquatic Centre in April to mark the 2021 Seniors Festival.

The Active Healthy Seniors event was held on 15 April and featured a range of free classes aimed at increasing seniors' health and wellbeing. The classes ran from 8am to midday and included gentle exercise, aquarobics and an introduction to gym equipment. The full program of classes included HydroAqua, PrYme Movers, Tai-Chi, Aquarobics and Gym orientation.

There were also a range of community service providers on hand during the event to chat with attendees and provide information.

The event provided an opportunity for everyone attending to get together to socialise, build fitness, enjoy some exercise and learn more about what community services are available in Broken Hill.

This event was supported by Council and funded by the NSW Government.

KEY HIGHLIGHTS - Our history, culture and diversity is embraced and celebrated**DIGITISATION OF ART AND MINERAL**

COLLECTIONS – A total of 2,834 items were digitised throughout the digitisation project, including 1,909 Broken Hill Regional Art Gallery items of prints, paintings, drawings, photographs, mixed media, sculptures, decorative arts, fibre/textile, multimedia, 883 items from the Albert Kersten Mining & Minerals Museum mineral collection and 42 Council public art assets.



As well as photography, the process of digitisation also included cleaning artworks and minerals, undertaking condition assessments and recording detailed information about each item into EMu. Photographs were edited and saved in a variety of digital formats and uploaded to EMu.



Throughout the project, significant time was applied to establishing the copyright status of artworks and contacting copyright holders to gain permission to upload images to an online database. Due to this project, 1,350 of the 1,909 artworks in the collection will now be accessible to the public online and a process has been established for Gallery staff to continue the obtaining copyright permissions.

The digitisation of the Broken Hill Regional Art Gallery and Albert Kersten Mining & Minerals Museum collections has resulted in the creation of a completely new resource that will allow for a variety of future projects in both venues.

Access to detailed information on the collections will allow staff to create public programs and exhibitions more easily and this will improve community access to and participation with the collections.

The detailed cataloguing and photographing of the collections, enables searchability of the collection database for research and curatorial purposes.

In addition to this, the creation of a publicly available online database will permit members of the public, both in the local Broken Hill and wider areas, to view artworks and minerals held in the collections. This in turn will increase the visibility of the treasures held in Broken Hill and promote tourism to the area to view the collections in person.

CHRISTMAS DECORATIONS - The City's Town

Square Christmas Display received a makeover for Christmas 2020. Council purchased and installed a five-metre Christmas tree with lights and decorations, capped with a large LED star.



A 3.5-metre illuminated walk-through bauble, was also installed in the Town Square, which proved to be a popular photo opportunity for locals and visitors.

The decorations were

complimented by light and visual installations at the Town Hall Facade, Art Gallery and areas of Sturt Park, as part of the 'Australia's Heritage Perfectly Highlighted' project. The Civic Centre also featured festive lighting, along with a series of projections of Christmas images.

STARS AND LOCALS GIVE THE GIFT OF SONG

Council's Events team organised an online concert to bring some extra festive cheer to the community, after traditional Christmas events such as Carols by Candlelight and the Christmas Pageant were cancelled due to COVID-19.

Arias in the Outback stars Brad Cooper, Clarissa Spata and Michael Curtain, joined X-Factor grand finalist Andrew Wishart, to headline a huge local Christmas online concert called Ding Dong Merrily Online.

Through collaboration with local artists Hazel Symonds, Alan Pearce, Arliah Pearce, Abbey Johns, Bowden and Riley McAllister, Silver Notes School of Music, local primary school choirs and many more; the online concert featured Christmas favourites such as 'Oh Holy Night', 'Rudolph the Red-nosed Reindeer' and 'Rockin' Around the Christmas Tree', just to name a few.



The Ding Dong Merrily Online concert was streamed from the Civic Centre Facebook page from 7pm on 19 December 2020 and included Christmas messages from the Mayor and Councillors, Council staff; even Santa himself made a few appearances. The concert was also made available through Council's YouTube channel.

SKY LIT UP FOR NEW YEAR'S EVE

- With large public gatherings off the table due to COVID-19 restrictions, Council had to look at alternatives for New Year's Eve celebrations. To offset the loss of the public New Year's Party staged by Council each year, the annual fireworks display was expanded.

Locals were treated to a huge 2021 New Year's Eve firework display, with five displays occurring around the City to ring in the New Year. Duplicate fireworks displays were launched at 9.15pm from locations in the City's North, West, Central and South, with a fifth show launching at midnight, atop the Line of Lode.

HERITAGE FESTIVAL - 2021 saw the return of the Heritage Festival, after it was cancelled in 2020 due to COVID-19. The rear of the Town Hall Façade was once again turned into a giant projection screen, showcasing images from the Outback Archives focusing on the City's cultural history. As in previous years, this display saw some 1,500 people attend over 4 nights.

The Festival program was modified, with not all activities able to go ahead due to COVID-19 restrictions. Events held across the 2021 Easter weekend Heritage Festival included a Cemetery Tour, Heritage Walk Tours of the CBD.

Five murals throughout the CBD were activated, using augmented reality, for the Heritage Festival, encouraging locals and visitors to spend time in the CBD and view the murals at their leisure. The murals remain activated and able to be viewed until April 2022.

HERITAGE AWARDS - The John Reid Memorial Heritage Awards were presented at a dinner held in The Old Brewery on 3 April 2021.

The restored Old Brewery lent itself perfectly as a venue, celebrating the preservation of the City's history and provided an intimate setting for some 50 guests.



Awards were presented to The Historical Society for their extensive work in preserving the history of Broken Hill and Silverton; and to Stephen Radford OAM and Margaret McBride for their restoration of the old West Darling Hotel, now known as The Broken Hill Pub.

BROKEN HILL REGIONAL ART GALLERY

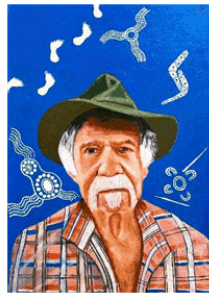
- Despite COVID-19 restrictions, the Gallery presented a suite of carefully curated exhibitions and programs throughout 2020/21.

Featuring local artists, community groups and visiting artists, the Gallery presented over 20 exhibitions throughout the year.

Notably, The Pro Hart Outback Art Prize was another great success awarding Margaret Ambridge first prize for her work, 'Struggling to remember, reflecting on Australia's 2020 bushfires'. The work was acquired into the Broken Hill Regional Art Gallery collection.



The Maari Ma Indigenous Art Awards went digital in 2021 due to COVID-19 restrictions. First place was won by Bonnie Quayle with her portrait of Uncle Badger Bates.



The Gallery supported a heritage arts project as part of the 2020/21 Heritage Festival, through the Desert Pearls initiative and was performed by Cynthia Schwertsik, Susan Thomas and Willyama High School Students.

ALBERT KERSTEN MINING & MINERALS

MUSEUM - The GeoCentre presented two stellar exhibitions throughout 2020/21.

Due to popular demand, the exhibition by cartoonist Claude Marquet was extended. This extension (running through the COVID-19 lockdown) ensured more of the community was able to view the exhibition.

The Barrier Field Naturalists presented their centenary exhibition to celebrate their 100th birthday.

The interactive exhibition celebrated the work of the Barrier Field Naturalists, who have played a vital role in the botanical preservation of the region.

Incorporating historical documents, objects, artifacts and contemporary artwork, the exhibition was extremely popular.

LIBRARY - The Library is a service that is free, inclusive, diverse and available for all members of the community regardless of age, culture, religion, race, gender or socio-economic status. The Library continued to serve the community and act as a safe place where everyone is free to learn and can gain access to information without fear or prejudice.

Reopening the Library doors after the COVID-19 Lockdown in June 2020, saw a gradual increase in service delivery with lifting of COVID-19 restrictions.

The Library team continues to develop new service delivery options to ensure continued provision of services to the community. Early Literacy and Digital Literacy programs recommenced in January 2021, with bookings required to comply with COVID-19 social distancing requirements and Public Health Orders.

Outback Archives services were available by appointment and received a total of 350 enquiries for this period.

In 2020/21 a total of 21,486 people visited the Library, borrowing a total of 35,760 items. A total of 4,834 people used the Public access computers and a total of 8,467 reference enquiries were recorded during this period.

In 2018/19 a commitment was made by the NSW Government to increase library funding by an extra \$60 million over 4 years. 2020/21 being the 3rd year of the funding period. NSW Public Libraries Association were the advocates in establishing a sustainable funding model ensuring that Libraries continue to be vital community hubs of information, connection and activity and continue to deliver programs and services to the community.

The Renew our Libraries funding provided the resources to join several library consortia, strengthening the provision of online resources to our community.

The 24/7 Digital Online Library service provides access to items such as online databases, eMagazines, film streaming, eBooks and eAudio.

OUTREACH LIBRARY SERVICES

– The **Home Library service** issued 6,593 items to 178 members in 2020/21. With Volunteers providing non-contact delivery of Library resources directly to members' homes.

The **Outback Letterbox Library service** covers approximately 238,000 square kilometres of the Far West, Central Darling and Unincorporated area of NSW, reaching South Australian, Victorian and Queensland borders.

A total of 6,683 items were issued to 531 members during 2020/21.

The Outback Letterbox Library is funded through the Library Council, via the State Library of NSW.

Additional funding has been made available through the Renew our Libraries funding; providing increased digital resources and the development of a Strategic Plan for marketing and service provision, to reinvigorate the Outback Letterbox Library service for remote members.

BHP CHIMNEY PROJECT – The restoration of the BHP Chimney Ruin of First Office project took some time to come to fruition. However, it was successfully completed during the first half of 2021.

Project Credits:

- Nejaim Steel Supplies for removing the existing Chimney Shelter and constructing the new Chimney Shelter.
- Council Staff for laying 120 tonne of road base (purchased locally through Mawson's) to expand the vehicle access area and turning circle.
- J.A.D.E Signs for producing and installing the signs, ensuring the information and (very old) photos were produced at a high quality, including three interpretation panels to tell the story of the start of BHP in Broken Hill and their expansion into Australia. The acknowledgement sign has been strategically placed to ensure vehicles do not drive into the Shelter.
- JOSS Group for installing bollards to assist with limiting vehicle access between the Shelter and CBH fence.
- CBH for agreeing to works being undertaken on the mining lease. While Council owns this asset, CBH own the mining lease for this area of land.
- BHP for funding the project and providing photographs from their archives for inclusion on signage.



BROKEN HILL CULTURAL PLAN 2021-2040

– Council appointed Cred Consulting to develop the Broken Hill Cultural Plan 2021-2040, to provide an overarching framework and strategic direction for the delivery of cultural programs, services and facilities in our City for the next 20 years.

Culture means many things to many people and it can be a difficult concept to define. In the broadest sense, culture is about who we are and the ways we live our lives – our knowledge, beliefs, behaviours, traditions and community spirit. Culture is also about arts, heritage, events and creative expression. It is about our ability to 'tell our story' - an essential and defining human characteristic.

In Broken Hill, we already have an incredible cultural 'ecosystem', including the new Cultural Precinct, cultural facilities including Broken Hill Regional Art Gallery, more than 20 galleries, a proud Aboriginal community, a range of creative arts and cultural practitioners, organisations and studios, heritage buildings, famous landscapes, events and programs, desert sculptures and natural features and much more.

The Broken Hill Cultural Plan 2021-2040 will provide the strategic guidance for Council to support and strengthen the creative and cultural vitality of Broken Hill into the future, whilst working towards achieving the key economic, social, environmental and community aspirations of our City and broader region and pursue collaborative partnerships with the private sector, neighbouring Councils, State Government on some of the bigger ideas.

Underpinning the Broken Hill Cultural Plan 2021-2040 is the recognition that Aboriginal Culture is the starting place and that sharing our region's stories, social history and attributes is an important part of our cultural identity.

Development of the Broken Hill Cultural Plan 2021-2040 was funded by the NSW Government, through the Far South West Joint Organisation and guided by community consultation, alongside independent research and industry experts. Consultation consisted of workshops, surveys and other engagement sessions with the community, to enable the community to provide thoughts on the City's culture, cultural facilities and programs.



Upon completion of initial community consultation, the draft Broken Hill Cultural Plan 2021-2040 was submitted to Council in June 2021. Following this, the draft Plan was placed on public exhibition for a period of 28-days and will be updated in accordance with feedback received and presented to Council for adoption.

KEY HIGHLIGHTS - Our built environment supports our quality of life**BROKEN HILL LOCAL STRATEGIC PLANNING STATEMENT 2020-2040**

- Broken Hill is reinventing itself to become a more resilient service centre for the Far West Region of NSW, with a strong focus on health and educational services, commercial activation, heritage, culture and tourism, industry and freight logistics, sustainable power generation and other infrastructure, as well as continued mining of high value ore bodies. Given the potential for changes in population, business opportunities and in the environment, we need to plan for growth and development.

Broken Hill City Council welcomes the opportunities afforded under the Local Strategic Planning Statement process, to prioritise the actions and initiatives that will drive the economy and generate jobs, as well as lift standards in the environment, health, education, transport, housing, industry and tourism sectors. Much of the work for the Local Strategic Planning Statement has already been documented in the Broken Hill Community Strategic Plan 2033 and Council's Advocacy Strategy for Broken Hill. The Broken Hill Local Strategic Planning Statement focuses on the key land-use planning issues and actions required to be implemented into the future.

The Broken Hill LSPS 2020-2040 takes into consideration the following:

- Far West Regional Plan 2036.
- Far West Regional Economic Development Strategy 2018-2022.
- Broken Hill Community Strategic Plan 2033 - Your Hill. Your Home. Your Vision.
- Broken Hill Local Environmental Plan 2013.
- Broken Hill Development Control Plan 2016.

The Broken Hill LSPS translates the vision and priorities expressed in all these planning policies into specific land-use planning actions for the Local Government Area. The LSPS planning priorities and actions will provide the rationale for decisions about how we will use our land to achieve the community's broader goals.

The following actions have been listed in the Broken Hill LSPS as a priority:

- Continued achievement of the recommendations of the Far West Regional Economic Development Strategy, Far West Regional Plan and Broken Hill Community Strategic Plan, including a focus on health, education and training, mining, transport and freight logistics, industry and agribusinesses, renewable energy, tourism, culture and heritage, water security and other important infrastructure.
- Establishment of new mining operations, industries and value-add facilities in and around Broken Hill, now that connection to the NBN is scheduled for completion and the Murray River water supply has been secured.
- Expansion of regional tourism and further refinement of visitor experiences at Broken Hill City.
- Further planning and development of the Broken Hill Central Business District, Broken Hill Airport, industrial precincts, major parklands and housing options to underpin Broken Hill's important service centre and tourist destination role.
- Building resilience to economic, social and climatic changes, through training, new information technology and increased levels of connectivity, new business models and products, entrepreneurship and self-employment.
- Review of local planning policies to ensure they are assisting all the above.

The Broken Hill LSPS will be reviewed on a regular basis, to ensure any strategic plans are consistent with any updates to the Far West Regional Plan, Broken Hill Community Strategic Plan and the Broken Hill Local Environmental Plan. Implementing the priorities of the Broken Hill LSPS will require on-going review of progress and regular feedback to key stakeholders and the wider community. Council will monitor, review and report on its LSPS to ensure that its planning priorities are being achieved.

ACTIVE TRANSPORT PLAN IMPLEMENTATION

- In 2019 Council adopted a 10-year Active Transport Plan (ATP) that lays the foundation for the future of walking and cycling in Broken Hill. Implementation of the ATP is a long term project for Council, it will be delivered based on priority and available funding.

The ATP uses analysis and community feedback to determine a suite of improvements and initiatives for Council to enable safer access to key destinations and encourage more people to walk and cycle for everyday trips.

The 2020/21 ATP works program was jointly funded by Council and Department of Infrastructure, Transport, Regional Development and Communication through the Local Roads and Community Infrastructure Program Phase 2.

The scope of works included - Construction of Footpaths, Kerb Ramps, Pedestrian Refuges, Splitter Islands, Residential Driveways and Concrete Pavement, with the following locations being completed in 2020/21:

- O'Farrell Street from Morgan Street to Williams Street
- Galena Street from Williams Street to Riddiford Arboretum
- Patton Street from Queen Street to Bonanza Street
- Blende Street from Oxide Street to Sulphide Street

OVERPASS RECONSTRUCTION - During 2020/21 Council undertook a project to reconstruct intersections and connecting lanes on the overpass between South Road and Gypsum Street, along with the intersection of the Perilya access road on Gypsum Street. Areas of the Gypsum Street side of the overpass had reached the end of their useful life and were showing cracks, potholes, settling and other damage.

Through consultation with Perilya Mine Site and Consolidated Mining Civil, the works were planned and completed in December 2020 for Stage 2 and May 2021, to reduce the disturbance to the businesses needing use of the designated truck route. The project was undertaken in three stages to try and minimise disruption.

Stage 1: Road cutting – Gypsum Street overpass access between the City's West and South.

Stage 2: Deep Lift of Perilya entry and installation of Hot Mix Asphalt.

Stage 3: Concrete excavation and preparation work at the intersection of South Road and Gypsum Street.

The Project was estimated to take a total 9 weeks to be completed and was finished ahead of schedule, reopening to the public 2 weeks early.

ROADWAYS ANNUAL WORKS PROGRAM

- Council undertook repair, reseal and/or reconstruction works during the 2020/21 Annual Works Program on our City's roadways, to ensure the condition of our network is kept at a useable standard.

These works were completed both by Council's internal Infrastructure teams and by external contracting bodies. The projects were co-funded by Council and the State and Federal governments through Grant Funding opportunities.

Major reconstruction works identified and completed during 2020/21 included:

- Gypsum Street from Rowe Lane to Mercury Street, including Cornish Intersection Safer Roads Reconstruction
- Blende/Oxide Streets Intersection Safer Roads Projects
- Iodide Street from Morgan Street Intersection to Union Street
- Kanandah Road - Heavy Patch
- Williams Street between Murton Street and Buck Street - Heavy Patch
- Galena Street from Williams Street to Long Lane
- Annual Reseal Program including 33 streets and 16 laneways.

KEY HIGHLIGHTS - Our health and wellbeing ensure that we live life to the full

STURT PARK PLAYGROUND - The Sturt Park Playground underwent significant upgrades, with refurbishments including a new wheelchair-accessible toddler castle with soft-fall, accessible swing, a double flying fox, improved landscaping, new fencing and retaining walls, additional paving and new shade sails over the toddler area.

The project was funded through the NSW Government's Stronger Country Communities program.



PICTON OVAL - As part of Council's continued Smart Watering Systems upgrades, Picton Oval had its irrigation control system upgraded to the One Wi-Fi controllers, as previously installed at Patton Park, Sturt Park and O'Neill Soccer Grounds.

This upgrade allows Council's watering systems to be monitored and operated remotely, being connected to a Wi-Fi network and reporting back to the designated operator by their computer, or mobile phone device. This allows Council to respond to any maintenance requirements in a quicker, more efficient manner.

QUEEN ELIZABETH PARK REDEVELOPMENT

- With support from Council and the NSW Government through the Crown Lands Reserves Improvement Fund and Stronger Country Community Fund, the Queen Elizabeth Park commenced significant improvements.

At the March 2021 Council meeting, Council approved the tender submission from Joss Group (Joss) to undertake the design and construction of the project, based on the masterplan previously developed by Active Planning Consultants.

The overall vision to reignite Queen Elizabeth Park and provide a wonderful recreation experience for all, will be achieved through the following:

- New playground area – equipment, shade sails, seating, fencing.
- New amenities building – similar to Patton Park.
- New dog agility equipment in the dog off leash area.
- New lighting and CCTV.
- New irrigation.
- Reinstating the lighting and power in the rotunda.
- New seating, BBQ and shelter.
- New concrete pathways connecting all areas.
- A sealed carpark.
- Relocation of Picnic Train from Kintore Reserve, with new train storage shed and train platform.
- New kiosk (repurposing an existing unused building).

Council hope to have the project finished in November 2021.

LIGHTING INFRASTRUCTURE - Council received funding from the Drought Communities Program, to co-fund the installation and upgrade of sports lighting infrastructure at the Alma Oval and O'Neill Soccer Grounds.

The upgrade included new 30m poles, 200 lux capacity lighting, which is semi-professional sports lighting capacity as per Australian Standards and upgrade to external and internal electricity supplies.

With the improved infrastructure, both locations will increase the ability to hold more events and training opportunities and increase general use by the community at these sites.

ACHIEVED

Implemented infrastructure and services for the effective management and control of companion animals by:

- Operating Companion Animal Shelter at 86 Pro Hart Way.
- Providing relevant Companion Animal Shelter Frequently Asked Questions on Council website.
- Providing dangerous dogs and compliance education program to community via Council website and social media.
- Undertaking dog and cat desexing programs.
- Introducing Companion Animals Management Working Group inclusive of Councillors, industry stakeholders, Council staff and community representatives.

Prioritised actions within the Smart City Framework that support safer communities by:

- Implementing Smart Parking within the Airport car park.

Provided suitable land within the Cemetery reserve and developed the land for future expansion by:

- Providing new plants within the existing Rosemary and Lavender garden to encourage users to pick from the garden.

Developed and implemented a Customer Contact and Call Centre by:

- Implementing updated Customer Services Framework throughout organisation to improve customer experience and provide continuous business improvement approach to process.
- Developing and implementing Customer Service Telephone Evaluation and Complaints Handling procedure.
- Implementing a Customer Relations post call survey.

Celebrated history, culture and diversity by:

- Holding Australia Day awards and Citizenship ceremony.
- Holding Christmas and New Year's Eve events.
- Developing the Broken Hill Cultural Plan 2021-2040.

Supported the Reconciliation Movement by:

- Obtaining endorsement of the Reconciliation Action Plan from Reconciliation Australia and placing on Council website.
- Implementing Actions from the Reconciliation Action Plan.

Engaged with key community sectors via Community Round Table by:

- Providing Community Strategic Plan Round Table Committee Terms of Reference to Committee members.
- Facilitating Community Strategic Plan Round Table Committee meeting in March 2021 (no meetings held in 2020 due to COVID-19).

Advocated for funding and investment for Community Development Projects by:

- Working with third parties to obtain funding such as Stronger Country Communities Round 4 by assisting with funding applications.
 - Providing letters of support for applicants.
- Providing ongoing management support for existing Stronger Country Community grants including variations and acquittal assistance.

Advocated for construction of new Library/Community Hub and Cultural Precinct in line with Cultural Framework by:

- Pursuing funding sources such as submissions to the Federal and State Governments.
- Mayor and General Manager advocating for project, through ongoing discussions with Broken Hill Proprietary Foundation and State and Federal Governments.

Promoted City's listing as Australia's First Heritage Listed City by:

- Continuing to build the celebration of the heritage of Broken Hill City through a variety of activities and functions such as:
 - Annual Heritage Festival.
 - Heritage Highlights projections on rear of Town Hall Façade.
 - Heritage Awards.
 - Live theatre and tours.

ACHIEVED

Facilitated learning via access to books, learning resources and other information by:

- Providing Library Services such as:
 - Book and resource borrowing.
 - Access to public computers with free Wi-Fi.
 - Printing and scanning services.
 - Digital Library resources.

Ensured preservation and access to the City's art and mineral asset collections by:

- Digitising art and mineral assets through Axiell Emu, an industry standard collection management system.

Developed interstate and regional partners to maximise tourism opportunities by:

- Continuing to support implementation of Stage 1 of the Silver to Sea Trail project.
- Actively engaging with SA Visitor Information Centre network.
- Joining the RV friendly accreditation program from the Caravan and Motorhome Association of Australia.

Ensured our built environment supports our quality of life by:

- Adopting and implementing the Broken Hill Local Strategic Planning Statement 2020-2040.

Advocated to secure funding for heavy vehicle bypass road by:

- Including the heavy vehicle bypass road in Council's Advocacy Strategy and in discussions with Government agencies.

Maintained the serviceability of Council's assets at an appropriate condition level by:

- Adopting and implementing the Tree Management Plan.
- Developing and implementing 3-year project plan for prioritised Active Transport Plan actions.
- Undertaking road repair, reseal and reconstruction works.

Developed Council assets to promote outdoor recreation, exercise and mobility for families by:

- Refurbishing Sturt Park playground.
- Upgrading oval lighting infrastructure at Alma Oval and O'Neill Sportsground.
- Implementing Smart Watering System at Picton Oval.

Supported residents to lead healthy, active and independent lives by:

- Partnering with YMCA Young Leaders to obtain FRRR-ABC Heywire funding to undertake an inclusive event in Sturt Park involving a colour run and activities to celebrate diversity.
- Obtaining funding to conduct events for Seniors Week, Youth Week and Women's Week.

IN PROGRESS

Complete investigation to extend Cemetery grounds:

- Due to delays caused by COVID-19 pandemic, Request for Quotation prepared for procurement of consultant, with further investigations to be carried out in 2021/22.

Undertake Customer Relations Satisfaction Survey:

- Processes are being developed and scheduled to undertake a Customer Relations Satisfaction Survey in 2020/21.

Develop the Broken Hill Cultural Precinct, Library and Archive:

- Continue to pursue funding.
- Project Manager awarded for construction, awaiting funding for implementation of project.

Finalisation of Library Business Plan:

- Draft Library Business Plan developed. Due to postponement of Local Government elections, final Council endorsement will be carried out in 2021/22.

Finalisation of Strategic Business Plan and review of Policies for Museum:

- Draft Albert Kersten Mining & Minerals Museum Strategic Business Plan and Policies to be further developed and adopted in 2021/22.

IN PROGRESS

Digitisation of City's archival assets:

- Archivist contract approved for audit and preparation of collection cataloguing for digitisation in Axiell EMu database will continue in 2021/22.

Development of a City-wide Cultural Plan:

- Adoption of Draft Broken Hill Cultural Plan 2021/2040 resolved by Council September 2021.

Investigate option for a multi lot subdivision at the Broken Hill Airport:

- Further investigation to develop an Airport Commercial Precinct to be undertaken in 2021/22.

Review of Broken Hill Development Control Plan:

- Review of Broken Hill Development Control Plan to be finalised in 2021/22.

Develop Asset Management Plan - Roads and Footpaths:

- Asset Management Plan is in draft and will be further developed in 2021/22.

Develop Asset Management Plan – Parks and Open Spaces:

- Asset Management Plan is in draft and will be further developed in 2021/22.

Develop Asset Management Plan - Buildings:

- Asset Management Plan is in draft and will be further developed in 2021/22.

Develop Fleet Asset Management Plan:

- Asset Management Plan is in draft and will be further developed in 2021/22.

Develop and implement a master plan for Norm Fox Oval Precinct:

- E.P. O'Neill Memorial Park Master Plan to further developed in 2021/22.

Develop and reactivate Queen Elizabeth Park with the relocation of the Picnic Train:

- The Picnic Train has been relocated to Elizabeth Park and further development of Queen Elizabeth Park to be undertaken in 2021/22.

UPCOMING

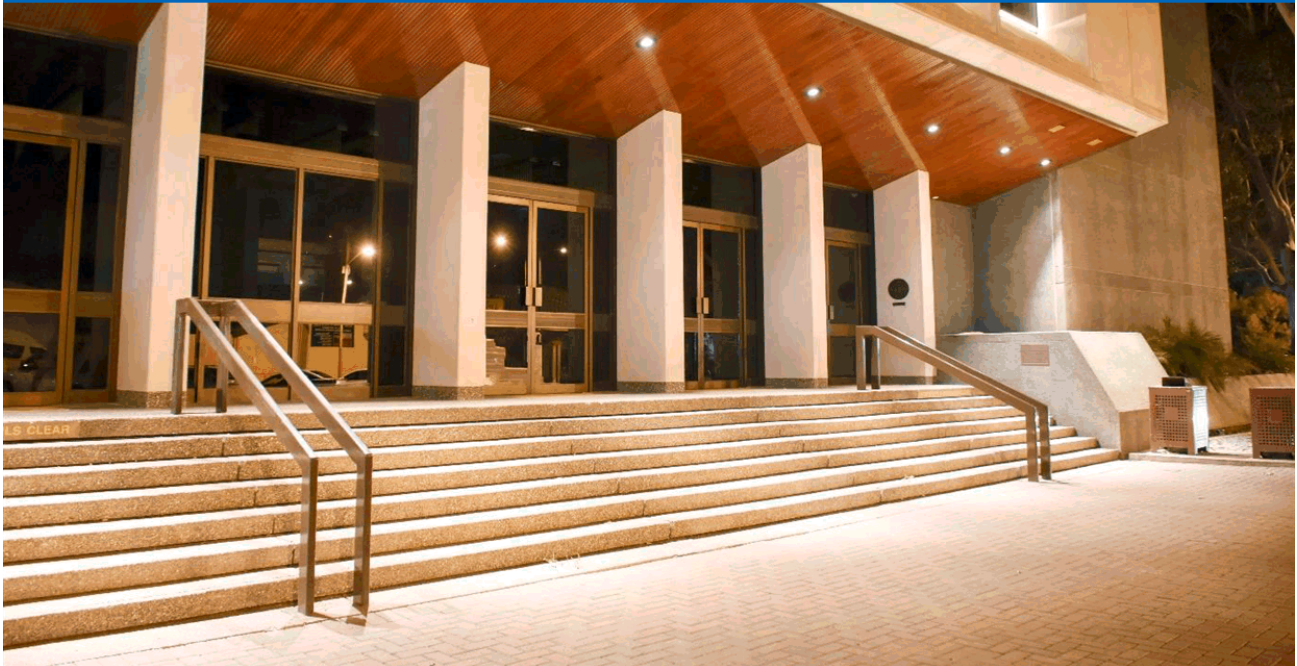
Advocate for and recognise Volunteerism.

Support the Reconciliation Movement.

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

KEY DIRECTION 2 – OUR ECONOMY

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



ACHIEVEMENTS IN OUR ECONOMY

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

CIVIC CENTRE - Business events conducted at the Civic Centre continued to grow during 2020/21, with several government agencies and organisations using the Civic Centre function rooms as regular clients.

Through refurbishment, the function rooms have delivered on the vision of becoming a contemporary multi-purpose space and have been instrumental in the success of the Civic Centre.

As a result of COVID-19 restrictions, the Civic Centre gained new clients who used the Civic Centre to meet COVID-19 restrictions and continued to do so, due to the resourcing and customer service delivery of the Centre.

The Civic Centre technology has also come to the fore, allowing for streaming and recording of functions, to extend viewing beyond the allowed numbers attending in person at the venue.

Despite uncertainty around gatherings and live events due to the COVID-19 pandemic, the Civic Centre recorded its highest booking numbers since reopening in 2018, with 102 bookings for 2020/21.

The Centre also continued to build on its capacity to attract major productions to the City with A Taste of Ireland, Ian Moss, the Melbourne International Comedy Festival Roadshow and the hugely popular Bluey, The Stage Show all taking to the stage in the first half of 2021, following rescheduling and postponement throughout 2020.

BUSINESS FORUMS – With the announcement that the nationally significant event, the Broken Hill Mundi Mundi Bash, would be held in the region in August 2021, consolidated plans for Council to reintroduce business industry forums were implemented to bring businesses together to discuss opportunities and seek solutions to challenges facing the sector.

Without a Chamber of Commerce in the City, Council organised two business network events, prior to COVID-19 restricting the opportunity for face to face gatherings.

Mundi Mundi Bash Managing Director, Greg Donovan, joined the Council economic development and tourism team at the first meeting in May, to talk about the impact of 10,000 visitors to the City. Over 80 people attended the first meeting and a similar number attended the second in June.

It is envisaged that these forums will continue to be a monthly event, once COVID-19 restrictions are lifted, giving businesses the opportunity to collaborate and network with Council and each other.

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

VISITOR INFORMATION CENTRE

- During 2020/21 the Visitor Information Centre staff established several new formats to assist visitors.

Visitor Information Outlets were established around Broken Hill, after identifying the need to make hard copy visitor information available outside of the Visitor Information Centre.

Appropriately branded furniture stocked with visitor guides, City maps and other relevant information was set up in several Council facilities and other key traffic areas, including Council Administrative Centre, Library, GeoCentre, Regional Art Gallery, Living Desert, Airport and Broken Earth Cafe.

Additionally, a COVID-19 safe collection point was set up at the Visitor Information Centre for after hour collection of visitor information. This has proven very popular and ensures visitors have access to information outside of business hours.

Live Chat functionality was established for prospective visitors to the region. Visitors can now talk directly with Visitor Information Centre staff using the live chat function (provided by Facebook Messenger) on Broken Hill's tourism website (Destination Broken Hill) and the Visitor Information Centre pages on Council's website.

HERITAGE WALK TOUR DONATIONS - The volunteer group conducting the Heritage Walk Tours donated \$8,000 to local charities and Not-for-profit organisations. This money was raised over the last five years from donations by visitors to town. Some of the funds raised were also used to install additional seating in front of the Syndicate of Seven busts outside the Council Chamber.



FILM - The 2020/21 year was a difficult one for film however, Council continued to work closely with the industry and supported several projects including:

- Movie – Carmen
- Network 10 shows - the Amazing Race and the Living Room
- ABC series - Total Control (due for release in late 2021) and
- Channel 7 series - RFDS

Council's film liaison, risk, airport, cemetery and infrastructure teams worked closely with all production teams, to ensure a COVID-19 safe film environment.

Council continues working with the team from Mad Max Furiosa, to ensure a successful filming in the City and region in 2022.

Council also invested in a major feature in the industry magazine Inside Film Australia 101 – The Complete Guide to Making Film and TV "Down Under". The package also included a full page advertisement in Inside Film May edition listings in the Production Book.

IT'S OUT THERE MARKETING CAMPAIGN - In 2019/20, Broken Hill City Council, Central Darling Shire Council, Destination NSW and Destination Country and Outback formed a marketing collaboration to promote Broken Hill and Far West NSW. The 'It's Out There' campaign, championed the quirky and diverse experiences the region has to offer.

In 2020/2021, Council funded an extension of this campaign with a further two bursts focussing on the Broken Hill and Silverton Experience.

Despite the challenges of 2020, the Broken Hill and Central Darling campaigns delivered 209,806 unique visits to visitnsw.com and 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.

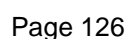
The campaign successfully delivered +11% shift in appeal, +16% growth in consideration and +10% increase in intention to visit Broken Hill and the Central Darling as a holiday destination.



WOMEN IN LEADERSHIP - Based on Council's EEO statement and to encourage gender equity throughout Council's management team, Council offered the opportunity for female staff to participate in the Compass Women in Leadership Program.

The Women in Leadership Program is holistic in nature and enhances leadership capability at work and home and helps reframe the way participants view themselves, so they can lead authentically, with influence, visibility and in alignment with their values.

The 12 recipients were selected by a panel, which included representatives from the NSW Government's tourism and major events agency, Destination NSW, MEA and the six Destination Networks.



ACHIEVED

Ensured Council's Workforce Management Plan reflects the needs of the organisation by:

- Undertaking annual Performance Reviews and updating training and development plans with employees.
- Reviewing Workforce Management Plan 2020-2024 in preparation for Local Government elections.

Advocated for Airport upgrades in line with Advocacy Strategy and Airport Business Case by:

- Including Airport upgrades in Council's Advocacy Strategy.
- Submitting funding applications for Stage 2 upgrades for Airport.

Advocated for Broken Hill and Far West as a centre for renewable energy by:

- Seeking to understand capacity to expand electricity grid by obtaining feedback on opportunities and constraints associated the development of a solar array and storage system to reduce the demand on the electricity grid during peak hours.
- Adopting a Renewable Energy Action Plan, to assist Council buildings to be 100% powered by renewables by 2023 and the City more broadly by 2030.

Increased digital communication network through projects outlined in Smart Communities Framework by:

- Installing a total of 29 Smart Bins within the CBD and outlying areas.
- Installing Smart Paid Parking at the Broken Hill Regional Airport.
- Facilitating the installation of new LED streetlights in partnership with Essential Energy.

Advocated for incentives and initiatives that support business and industry to expand by:

- Collaborating with Business and Industry to attract investment through:
 - Meeting with Department of Regional NSW and agencies to discuss investment.
 - Supporting Tourism Industry stakeholder forums.
 - Meeting with members of Broken Hill Alliance to discuss business and industry.

Worked closely with the newly established Far South West Joint Organisation for successful regional outcomes by:

- Supporting the Joint Organisation CEO and Council members to drive the Far South West Joint Organisation initiative, using technology assisted discussions and meetings. Broken Hill plays a major role in the success and running of the Far South West Joint Organisation.

Promoted a strategic approach to improve transport services by:

- Advocating for improved air and rail services for the City through regular discussions with State and Federal Government. COVID-19 is having a dramatic impact on the feasibility of increasing services due to reduced demand and travel restrictions.

Ensured Heritage Festival continues to grow and become nationally recognised by:

- Planning, promoting and undertaking the 2020/21 Heritage Festival during April 2021.

Developed the Visitor Experience by:

- Marketing the third year of the It's Out There Marketing Campaign for Broken Hill, Central Darling Shire and Destination NSW in collaboration with Destination NSW and Destination Country and Outback.

Developed the Civic Centre to be a self-sufficient profit making enterprise by:

- Developing and implementing a Civic Centre Business Plan

Ensured the Library supports formal and informal learning by:

- Providing technology and resources to support health and wellbeing through access to the Central West Zone online BorrowBox "Mindful and Well-being" collection.
- Reviewing and developing digital literacy programs.
- Provision of online digital resources to enhance 24/7 online Library service during COVID-19 pandemic restrictions.

Fostered partnerships with tertiary institutions to bring scarce skills to the City by:

- Exploring grant opportunities for Apprenticeships, School-based Traineeships and Aboriginal and Torres Strait islander youth programs.

IN PROGRESS

Develop an Affordable Housing Strategy:

- An Affordable Housing discussion paper and action plan has been developed by the 'Our Economy' Key Direction Working Group. An Expression of Interest is being prepared to develop a Strategic Housing Strategy for the City in 2021/22.

Expand available industrial land:

- Discussion raised with representatives of NSW Government and will continue in 2021/22.

Implement Business and Industry Support Strategy:

- Business and Industry Support Policy placed on public exhibition in April 2021. Business and Industry Support Policy to be further developed and adopted in 2021/22.

Develop Business Plan for Visitor Information Centre:

- Visitor Information Centre Business Plan to be finalised and adopted in 2021/22.

Develop Marketing Plan for Civic Centre:

- Civic Centre Marketing Plan to be finalised and adopted in 2021/22.

UPCOMING

Advocate for affordable housing.

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

Advocate for incentives and initiatives that support business and industry to expand.

Develop the visitor experience.

KEY DIRECTION 3 – OUR ENVIRONMENT

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



ACHIEVEMENTS IN OUR ENVIRONMENT

KEY HIGHLIGHTS - Our environmental footprint is minimised

RENEWABLE ENERGY ACTION PLAN

- Broken Hill City Council has a welcoming approach to renewable energy developments and is committed to its position as a regional advocate to secure government and industry support to grow the region's renewable energy industry.

Council is always looking for ways to enhance the opportunities that present for the City and capitalise on the many wonderful and natural elements that have seen the City proudly bestowed as Australia's First Nationally Listed Heritage City.

In part, the mining innovation that ensures that Broken Hill will forever be in the hearts and minds of the nation, sees the next chapter to be written through its efforts to 'mine the sun' and take advantage of the natural elements Broken Hill has to offer.

The Renewable Energy Action Plan creates a blueprint for Broken Hill, to use to map the course of our own (and still to be written) history, as an innovative and adaptive City.

Council plans to see all its own buildings and ancillary operations powered by renewables by 2023 and the broader City by 2030 – meaning that the costs of electricity may very well be neutralised.

The Renewable Energy Action Plan was presented to Council and the community in late 2020 for consultation and feedback. It was then adopted in early 2021 as the road map forward.

The outcomes of the process will ensure a #sustainablebh and #smartbh moving forward.

WASTE MANAGEMENT AND RECYCLING

- Waste Reduction Projects carried out during 2020/2021 included:

- Annual Household Chemical Cleanout;
- Waste Reduction Media Campaign in partnership with Netwaste;
- Recycle Right Competition;
- Garage Sale Trail;
- Waste to Art; and
- Clean Up Australia Day.

The Community Recycling Centre continued to improve the recycling capability of the Waste Management Facility with commingled recyclables increasing during 2020/21.



A total of 1,575 tonnes of comingled recyclables was received, an increase of 23% from the previous reporting year, with weighbridge software being installed in 2021 to improve reporting accuracy.

An Expression of Interest was published on Vendor Panel for Resource Recovery at the Broken Hill Waste Management Facility.

Nine responses were received of which two were able to be selected for the management/collection of tyre shredding and scrap metal collection. Additional waste stream recovery opportunities continue to be investigated.

A new Caterpillar 826K Landfill Compactor was acquired and began operating at the Waste Management Facility in October 2020.

In the first 7 months of operation, a noticeable improvement was made with the annual landfill survey identifying an additional 10,000m³ of available space at the Waste Management Facility and therefore potentially significantly increasing the life of the Facility.

ILLEGAL DUMPING CAMPAIGN - An illegal dumping campaign, funded by the NSW Environmental Protection Authority, commenced in 2021 to encourage the use of the EPA's RIDonline system to report illegal dumping.



RIDonline is a database used by councils and government agencies across NSW to record and manage illegal dumping incidents.

When you report via RIDonline, Council is sent an email alert about the incident so we can respond.

When illegal dumping is reported, you help the EPA and Council:

- protect human health and the environment;
- detect and penalise dumpers;
- find and clean up dumped waste;
- identify dumping hot spots so we can develop strategies to prevent this behaviour in future in the local area



The Reporting Illegal Dumping Online reporting system can be found via this link <https://ridonline.epa.nsw.gov.au/#/home>.

KEY HIGHLIGHTS - Natural Flora and Fauna environments are enhanced and protected

TIDY TOWNS – As part of caring for our environment, the Tidy Towns Committee regularly conducted clean-up activities throughout 2020/21 in a bid to reduce litter in and around our City.

This small group of dedicated Committee members and volunteers worked tirelessly picking up litter in our parks, cemetery and roadways.

SUSTAINABLE CITIES TIDY TOWNS AWARDS 2020 - During 2020/21, Council supported the Broken Hill Tidy Towns Committee to submit entries to the Keep NSW Beautiful Blue Star Sustainable Cities Awards Program. Broken Hill's success in these awards, is an example of the Tidy Towns dedication to the local environment and a recognition of the City as a sustainable community.

WINNER: Overall Population Category D - Population Category D 12,001-20,000

Judges' comment: Like many communities and towns in NSW, Broken Hill has been badly affected by the drought and more recently, the COVID-19 pandemic. Prior to these, Broken Hill was experiencing serious and unique threats to its viability caused by climate change, a decline in mining activity, isolation and a decline in population. The City Council resolved to address these threats and embarked on a plan to strengthening the City's resilience.

WINNER: Environmental Communication - Award - Population Category D

- Greening the Hill Mk2 - The Call to Action, Landcare Broken Hill.

WINNER: Circular Economy Award

Population Category D - Lifeline Broken Hill Country to Coast Tip Shop.

WINNER: Waste Less, Recycle More Award

- Population Category D - Lifeline Tip Shop Recycling Centre, Lifeline Country to Coast from Broken Hill.

WINNER: Community Spirit and Inclusion Award - Population Category D

- Greening the Hill Mk2 - A Role for Everyone. Showing Australia how it can be done, Landcare Broken Hill.

Highly Commended: Young Legend's Environment Award – Population Category D - Broken Hill Scouts Clean up their Act, 3rd Broken Hill Sea Scouts.

TREE MANAGEMENT PLAN - Trees are an asset valued by the community and the Tree Management Plan was developed by Council as a guideline to staff and the community about how best to manage, protect and preserve the life of trees within Broken Hill.

The purpose of the Tree Management Plan is to provide a comprehensive framework for the conservation and management of street, roadside and parkland trees within the Local Government area. It applies to all trees under Council's management within the City's Local Government boundaries.

The Tree Management Plan provides the framework for the ongoing maintenance, protection, renewal and risk management of Broken Hill City Council trees. It is aligned with the Tree Management Policy and the proposed Parks and Open Spaces Asset Management Plan, both of which recognise that Council trees are a significant asset that are of high value to the environment and community and contribute greatly to the liveability of the City.

The presence of trees in public areas can pose a degree of risk to people, property and services and the benefits provided by these trees comes at a considerable cost in terms of installation, maintenance and impacts on infrastructure such as drainage, roads and footpaths.

The Tree Management Plan documents the management strategies that Broken Hill City Council either has in place or are to be implemented, to ensure the longevity and quality of trees within the Council's urban environments and the risk management practices used to ensure minimal adverse impact on both Council and private property due to the presence of Council managed trees.

Following community consultation, the Tree Management Plan was adopted by Council in 2021 and will be reviewed at the start of each term following the Local Government Elections, or as required to ensure that it meets the legislation requirements and future needs of Council and the community.

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

DEVELOPMENT APPLICATIONS - Council determined 172 Development Applications during 2020/21.

The value of works for approved Development Applications totalled over \$34.7M. This included:

- \$13.5M value of works for Commercial/Industrial developments
- \$7.3M value of works for Residential Dwellings and additions/alteration developments
- \$13.2M value of works for Public/office developments

Of the 172 Development Applications determined, 95% of these were determined during the required statutory period of 40 days.

Council's Planners carried out over 200 inspections related to Development Applications during 2020/21. Inspections included pre-application inspections, initial site inspections and completion/final inspections.

BUILDING AND CERTIFICATION SERVICES

- During 2020/21, Council's Building Surveyor (and supporting temporary contractors) carried out 285 building inspections. This included inspections of all stages of building work on a range of building types, including inspections of frames, concrete slabs, waterproofing in bathrooms and more.

Council's Building Certifiers determined 100 applications for a Construction Certificate and 37 Occupation Certificate applications.

HERITAGE STRATEGY - Council adopted the Heritage Strategy 2020-2023, in February 2021. The purpose of Council's Heritage Strategy is to provide a summary of strategies that will be employed to guide heritage management in the City.

The Strategy is prepared to meet the requirements of the New South Wales Heritage Office three-year funding agreement, to support local government heritage management in New South Wales.

The NSW Heritage Office document "Recommendations for local council heritage management" was used by Council to inform the preparation and updating of the Heritage Strategy.

This document provides a framework of nine recommendations for heritage management. These nine recommendations are reflected in Council's Heritage Strategy 2020-2023.

HERITAGE ADVISORY SERVICE - During 2020/21, Council's Heritage Advisory Service received 46 matters, which were referred to the Heritage Advisor for specialist advice in relation to heritage implications with proposed developments.

Council's Heritage Advisor provided specialist advice in relation to major developments such as the new Police Station, as well as free advice to numerous property owners and developers, such as design solutions and heritage paint schemes, regarding both substantial and minor works.

MUSEUM ADVISOR PROGRAM - Dr Kate Gahan is Council's Museum Advisor. An accomplished historian and curator, who visited Broken Hill during 2020/21 to provide a Museum Advisor Program.

Key facets of the Museum Advisor Program have included:

- Assisting and mentoring Broken Hill's volunteer museums in collection management – or how to improve the care of the objects or collections they hold.
- Undertaking Significance Assessments of objects or collections – which documents if, why and how an object or collection is important.
- Providing grant support to care for and interpret historic objects and collections.
- Providing strategic guidance to museums and Council on museum and museum related matters.

The Museum Advisor Program also included the provision of advice and support to the staff and operation of the Albert Kersten Mining & Minerals Museum and the Outback Archives.

Dr Gahan has also provided input into the current Cultural Plan process, especially advising on how museums are implicated in future cultural planning.

ACHIEVED

Reviewed Waste Management Strategy and implemented actions to reduce environmental footprint by:

- Providing community education to support the ongoing management of the Waste Transfer Station through Council website, social media and placement of signage to assist the public to use the Waste Transfer Station.
- Weighbridge Operators providing information to assist the community to use the Waste Transfer Station.
- Investigating potential for purchase of multi-purpose shredder and providing specific information regarding machinery requirements and costings.
- Investigating potential for increased recycling options at the Waste Management Facility resulting in expressions of interest received for resource recovery in green waste, tyre shredding, scrap metal and weigh bridge.

Implemented outcomes outlined in Sustainability Strategy by:

- Developing and implementing water maintenance programs for all irrigated grounds.
- Investigating potential activities that may be supported through the Emissions Reduction Fund resulting in identifying alternative treatment of organic waste with several potential partners identified for further exploration.
- Adopting the Renewable Energy Action Plan to:
 - Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of hybrid vehicles as part of fleet replacement.
 - Inform the further development of the energy efficiency guidelines for Council buildings and facilities.

Reviewing and implementing outcomes identified in the Noxious Weeds Program resulting in:

- Implementing the Western Land Services Weeds Management program and eradicating identified noxious species.

Investigated strategies from the Cultural Framework for greening the City resulting in:

- Trialling installation of mature trees in priority areas of the City with the Successful planting and uptake of 45L and 100L species in various locations.
- Auditing of all tree attributes and purchasing Tree Plotter software to record the health and risk assessment of trees. Reports from software used to prioritise the removal and replacement of trees.

Protected and enhanced natural environments by:

- Developing the Tree Management Plan.
- Installing new accessible bench seating, picnic furniture and a drinking water fountain within the Riddiford Arboretum.

IN PROGRESS

Investigate potential for increased recycling options and major material recycling facility:

- Expressions of Interest received and further investigations into major recycling facility to continue in 2021/22.

Develop partnerships to encourage local businesses to implement waste reduction measures:

- Further development of partnerships to continue through the development of Resource Recovery Strategy in 2021/22.

Develop guideline for including energy efficiency in the planning of Council buildings:

- Council's Renewable Energy Action Plan will inform the development of energy efficiency guidelines in 2021/22.

Develop Plans of Management for Crown Reserves:

- Development of Plans of Management for Crown Reserves, including Living Desert Flora and Fauna Sanctuary will continue in 2021/22.

UPCOMING

Investigate potential for increased recycling options.

Develop guidelines and partnerships to encourage waste reduction measures.

Investigate installation of electric car chargers in public places.

Program to replace dead trees within the City.

ACHIEVEMENTS IN OUR LEADERSHIP

KEY HIGHLIGHTS - Openness and transparency in decision making

IMPACTS OF COVID-19 - The COVID-19 (novel coronavirus) pandemic is an unprecedented public health crisis, which has fast tracked an associated economic crisis. Short term unemployment rose significantly, with job losses impacting many sectors across our community such as accommodation and food services, retail trade, arts and recreation services, education services, construction and professional services. With a long term projected decline in population for Broken Hill, it was feared further job losses may hasten any decline, unless focussed stimulus was implemented and received.

To date the broader financial implications of the pandemic have been severe. The City of Broken Hill has not been immune to these impacts and has sustained a significant financial impact from this crisis. Major projected and actual impacts include additional operational costs as the Council increased cleaning and maintenance regimes and losses in revenue as the local community and wider economy were impacted.

Prolonged and reoccurring closures/restrictions of the City's community facilities, such as the Broken Hill Regional Art Gallery, Aquatic Centre and other community centres, have also resulted in a reduction in revenue and visitation and the City now needs to rebuild from this base.

A range of initiatives designed to alleviate financial pressure on small businesses across the City were presented to Council in March 2020. They included a revised procurement policy to favour local businesses, a freeze on overdue interest and a freeze on debt recovery until 31 December 2020.

To reduce the threat to its own operations Council initially closed customer-facing facilities, expanded online service alternatives, discouraged non-essential staff travel and encouraged staff to work from home where possible, to reduce risk of infection both in the workplace and the wider community.

By late September 2020, the pandemic had mostly eased in regional NSW and Council was able to gradually ease restrictions on facilities after implementing COVID-19 Safety plans and greatly increased safety measures.

The major financial impacts over the past two financial years have resulted in:

- Reduction in revenue from user fees and charges and investment income
- Reduction in revenue for capital grants due to COVID-19 related delays in capital projects.
- Increased maintenance and cleaning expenditure partly offset by reductions in staff training and travel expenses.

In 2020/21, Council had budgeted for a return to pre-COVID conditions for revenue and expenditure assumptions for the 2022 Financial year.

Council showed foresight in taking advantage of T-Corp's lending opportunity to safeguard Council's workforce and stimulate the local economy through major liveability and amenity improvement projects.

STIMULUS PACKAGE - In 2020/21 Council took advantage of the Office of Local Government's stimulus package, taking out a \$10M loan at a fixed rate of 1.85% per annum.

These funds allow Council to fast-track infrastructure renewal in the short term and leverage grant opportunities that may effectively turn \$10M of projects, into \$20-30M projects through co-contributions.

PROCUREMENT FRAMEWORK - In 2020, Council undertook a full review of its Procurement Policy and Procedures to develop a new Procurement Framework and Policy. The review ensured that the new Framework and Policy were industry best practice, complied with the *Local Government Act 1993, Local Government (General) Regulations 2005* and Tendering Guidelines; and in essence acted as a 'one stop shop' for staff to access and understand all steps necessary for appropriate procurement.

The Procurement Framework and Policy set the ethical ground rules and requirements outlined in the *Local Government Act 1993* and *Local Government (General) Regulations 2005*, for all business dealings between Broken Hill City Council and business partners. Furthermore, the Policy is based on the underlying principles of Councils' Code of Conduct and Statement of Business Ethics.

The Framework and Policy outline the guiding principles for Council in its procurement function, including purchasing, purchase cards, tendering, contract management, payments and asset disposal, relating to the acquisition and use of goods and services and to assist in:

- Ensuring best value for money and cost effectiveness.
- Meeting the needs of the community.
- Ensuring integrity, transparency and probity.
- Promoting economic, social and environmental sustainability.
- Promoting Indigenous procurement.
- Promoting good management practices.

As the procurement function is high risk in terms of corruption, Council has put in place tight rules and processes within the Framework and Policy. The Framework outlines the standards required for any procurement activity and includes procedural documents to be read in conjunction with the Policy, to ensure a transparent probity driven process, that can withstand any scrutiny.

To ensure a standard purchasing approach and that Council is protected in all aspects of purchases and contracts, Council has included in the Framework, a suite of standard contracts covering all thresholds and areas of purchasing.

The Procurement Framework and Policy was endorsed by Council and implemented in 2020/21, to ensure that Council's procurement processes are cost effective, follow best practice principles and are documented in a way that all staff and other stakeholders are aware of their responsibilities when engaging in procurement activities for Council.

INTERNAL AUDITING - Internal audit is an independent, objective assurance and consulting activity designed to add value and improve Council's operations.

It helps Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit provides an independent and objective review and advisory service to:

- provide assurance to the Council, and the Audit, Risk & Improvement Committee, that the Council's financial and operational controls, designed to manage Council's risks and achieve the entity's objectives, are operating in an efficient, effective and ethical manner; and
- assist management in improving Council's business performance.

During 2020/21, a total of six audits were completed:

- Councillor Expenditure
- Airport Transport Security
- Building and Development Applications
- Airport Revenue
- Management of Community Facilities and S355 Committees
- Project Management

From the six Audits, 49 improvement actions were identified and seven of those actions were completed, with another 18 actions commenced.

KEY HIGHLIGHTS - Our leaders make smart decisions

LEADERSHIP DEVELOPMENT - To support the implementation of the workplace values, Council's Executive Leadership team and Senior Management team undertook an extensive Leadership Development Program.

By adopting a values-based leadership approach, Council aimed to ensure that the Values were more than words and were visible in our leaders' actions.

Leaders developed a greater understanding of what it takes to be an effective leader, understanding character strengths, constructive leadership styles and emotional intelligence.

The Leadership Program was delivered in quarterly workshops, through individual coaching and via webinars. Both the Executive Leadership Team and Senior Management Team completed phase two in this development program with sessions covering the LG NSW Capability Framework principles relating to "Building Team Capability".

Council then extended the Life Styles Inventory (LSI) 360-degree assessment/feedback/coaching process to its next level leaders and influencers, with the overall outcome being a shared language of leadership across whole of organisation. This has in turn strengthened internal staff succession and future workforce planning.

HAIL DAMAGE INSURANCE CLAIMS – In November 2016, Broken Hill experienced a severe hailstorm that caused extensive damage to many Council owned buildings and structures with metal roofs and/or roof mounted plant and equipment.

The roofing, plant and equipment on many of these buildings and structures required replacement or repair, to restore them to their pre-damaged operational state.

During 2020/21, works were completed at the following locations:

- Aged Person Rest Centre
- Alma Oval
- North Family Play Centre
- Broken Hill Regional Aquatic Centre
- Broken Hill Regional Airport
- Albert Kersten Mining and Minerals Museum
- Broken Hill Civic Centre

- Sport and Recreation Centre
- Mulga Creek Wetlands - Pump Shed
- Store and Youth Centre
- South Community Centre
- SES Building
- O'Neill Park
- Apex Park
- HACC Disability Services Building and Burke Ward Post Office
- AJ Keast Park
- Soccer Oval Assets
- Queen Elizabeth Park
- Tourist Traveller Centre and Bus Shelter
- Lions Reserve
- Sturt Park
- Duke of Cornwall Park
- Amenities - Roundhouse Toilets
- Art Gallery - Public Programs/Crate Store
- Administration Building and Council Chambers

Consideration was also given to the heritage significance of all buildings and structures under roof replacement or repair.

Other sites impacted by hailstorm damage will have repair work undertaken in the first half of 2021/22, due to pre-existing events and programs.

SERVICE REVIEWS - Service Reviews continue to progress across several Council service areas. Executive Support Service Review was successfully completed and formally reported to Management during 2020/21.

Service Reviews that were also progressed during 2020/21 included:

- Garage Operations; and
- Fleet Management.

Service Reviews provide Council with an opportunity to:

- Systematically review processes;
- Benchmark services for best practice; and
- Embrace technology across its many service areas.

They also provide Council with tangible data to ensure services align with available resources, for efficient operation and delivery of services for the community.

Some key outcomes for 2020/21 included:

- Reduced reactive vehicle maintenance;
- New/updated equipment for the garage; and
- Increased focus on safety.

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

COMMUNITY ASSISTANCE GRANTS PROGRAM ROUND 1 OF 2020/21		
COMMUNITY ORGANISATION	ACTIVITY/EVENT/PROGRAM	GRANT \$
Silverlea Early Childhood Services Inc	Defibrillator, new windows and change table	8,646.00
Sulphide Street Railway and Historical Museum	New landings and stairs to the Comet	4,232.00
Broken Hill Repertory Society Inc	Insurances and land rates	5,000.00
AFL Broken Hill	Upgrade female public toilets	17,255.00
Landcare Broken Hill	Multimedia projector	1,200.00
Broken Hill Aquatic Swimming Club	Swimming carnival programs, upgrade to carnival caravan	2,610.91

TOTAL \$38,943.91

COMMUNITY ASSISTANCE GRANTS PROGRAM ROUND 2 OF 2020/21		
COMMUNITY ORGANISATION	ACTIVITY/EVENT/PROGRAM	GRANT \$
Clontarf Foundation	Purchase trailer for camps	2,594.55
Broken Hill Golf Club	Rates subsidy	6,000.00
Broken Hill Community Inc	Upgrade to rainwater tank system	10,000.00
North Broken Hill Bowling Club	New sign board	660.00
Compass Housing	BBQ Trailer for 123 Community HUB	5,000.00
Under the Silver Tree Cooperative Bookshop	New laptop computer	1,645.00
Broken Hill Desert Rats Rod & Custom Car Club Inc	Spectator fence at Broken Hill Motor Sport facility	7,500.00
Broken Hill Community FM Association Inc	Replace UPA batteries qt 2DRYFM	1,090.55

TOTAL \$34,490.10

GRANTS RECEIVED 2020/21

In 2020/21, Council continued to apply for State and Federal grant funding for significant projects designed to improve the liveability of the City and deliver activities to engage the community.

Received from	Funding for	Amount
NSW Crown Reserves Improvement Fund Program	Redevelopment of Queen Elizabeth Park	\$876,645
Federal Drought Communities Program	Lighting of Alma Oval and Norm Fox Soccer Oval	\$1,000,000
NSW Streets as Shared Spaces	Play and Stay Pop Up Arboretum at the Broken Hill Art Gallery	\$30,000
NSW Resources for Regions Round 7	O'Neill Park Upgrade	\$1,993,583
NSW Small Business Month	Small Business Workshop held in partnership with Foundation Broken Hill	\$2,000
NSW Government / Far South West Joint Organisation Tourism Project	CBD Masterplan, Cultural Strategy and Wayfinding Project	\$1,000,000
NSW Family and Community Services	Youth Week 2020 Program	\$1,353
Regional Growth Fund	Summerbreak Programme for the SummerDayz	\$7,211.93
Women's Week Grant Program	Connect and Reset workshops	\$3,170

KEY HIGHLIGHTS - Our community is engaged and informed

COMMUNITY STRATEGIC PLAN - Community Strategic Plans are created or revised every four years in line with NSW Council elections and are adopted in the period after elections take place, according to NSW Government legislation.

The Community Strategic Plan (CSP) is informed by the residents' priorities and aspirations for the future of the LGA. This information is gathered throughout a range of engagements with the community and reflects other local business and other plans. Council develops and writes the CSP as it is the highest-level plan of any Council and all other Council plans are influenced by the actions in the CSP.

In preparation for the next term of Council, engagement sessions with the community took place between March 2020 and June 2021, as primary research in the preparation for a new Community Strategic Plan.

The engagement undertaken during this period provided a snapshot of how the community was feeling prior to and after the most acute period of the COVID-19 pandemic, when the City experienced the initial limiting impacts of isolation.

Engagement activities conducted in 2020/21 included a series of targeted consultations held in March 2020, which were performed by Blackadder and Associates and supported by Council staff. These sessions sought to ensure that likeminded groups of people had an opportunity to talk about issues relevant to their area of expertise.

These sessions included those involved in economic development, business, industry, the social sector, young people, arts and history, volunteers and others. Further community engagement has been undertaken at pop up sessions conducted by Council staff and two online surveys were completed. All information collected is included in the redevelopment of the CSP.

COMMUNITY ENGAGEMENT - A shady escape from concrete and asphalt

- In October 2020, residents were invited to escape the heat of the CBD and have a say on the City's future at the pop-up arboretum installed next to the Broken Hill Regional Art Gallery. The temporary 'Stay and Play Arboretum' was funded by the NSW Government through the Streets as Shared Spaces program.

The pop-up arboretum featured various furniture, shade from trees and umbrellas; and using artificial grass, colour and natural timbers in the furniture, it offered a restful environment for people to use. It provided an opportunity to sit and relax, with some temporary respite from the concrete and asphalt.

The wall of the Art Gallery facing the arboretum featured a major temporary artwork, bringing bright colour and contemporary themes to the area. Hopscotch games were also chalked on the adjacent footpath for people of all ages to play.

The arboretum hosted a range of engagement activities, with Council taking the opportunity to ask users for their feedback on the area and if they would like to see another arboretum activated elsewhere in the City in future. An art activation took place based on the 'Wish Tree' concept by Yoko Ono, with locals creating tags stating their wish for the community and their feedback on the space; and tying them to a tree or umbrella.

Central Business District (CBD) Masterplan design firm TCL hosted an informal engagement session in the arboretum, for residents to meet the team and pass on what they'd like to see for the future of the CBD.

Council staff were also in attendance on different days and times throughout the activation of the pop-up arboretum, to engage with the community, collecting feedback around the City's new Community Strategic Plan.

ACHIEVED

Supported the organisation to operate its legal framework by:

- Working with NSW Electoral Commission to carry out Local Government Elections.
 - Resulting in selection of voting venues and procurement of office site for Returning Officer.
- Coordinating internal 2021 Local Government Election plan:
 - Resulting in development of internal 2021 Election Project Plan and method to achieve identified actions within a timely manner to achieve Local Government Election timeframe.

Ensured a robust Safety Management System is in place, which supported Council's workforce to operate in a safe and sustainable way by:

- Undertaking full review Council's Injury Management plan.
 - Resulting in support for "recover at work" principles and management of high risk work.

Facilitated learning and networking opportunities for elected members by:

- Providing Councillors opportunities to access individual learning plans.
 - Resulting in Councillors accessing Local Government NSW Professional Development in a Box, to keep track of their training and learning requirements and accessing Chairing and Effective Meeting Procedures training via video conference and Enterprise Risk Management training.

Continued to implement service reviews as per the Service Review Framework by:

- Undertaking planned Service Reviews.
 - Resulting in Executive Support Review completed in 1st Quarter and continuation of Service Review of Garage and Fleet Management.

Reduced the annual operational deficit in line with the Long Term Financial Plan by:

- Preparing 2020/21 Budget in accordance with Long Term Financial Plan and expectation to return to surplus in 2023.
 - Resulting in quarterly budget reviews to continually investigate and implement Business Improvement.

United to succeed in Australia's First heritage listed City by:

- Working with the Heritage Advisor to develop a strategy to protect Broken Hill Heritage Assets.
 - Resulting in the drafting of the National Heritage Planning Framework.

Facilitated engagement activities to determine the community's long term vision by:

- Continuing stakeholder and community engagement to review and update the Community Strategic Plan.
 - Resulting in the drafting of the Your Broken Hill 2040 - Community Strategic Plan document.

IN PROGRESS

Development of Governance Framework, adopting best practice principles for governance arrangements and culture:

- Content structure of the Governance Framework has been developed, further collaboration and development will be completed in 2021/22.

Develop an Election Plan Manual:

- With the development of the 2021 Local Government Election Project Plan and method, the development of the Election Plan Manual will be completed in 2021/22.

Initiate stage 2 of the Enterprise Risk Management Plan:

- Review and update of Council's Safe Work Instruction Procedures library in progress and to be completed in 2021/22.

Full review and testing of Council's Business Continuity Plan:

- Business Continuity Plan to include pandemic response and full review and testing will be completed during 2021/22.

Chain of Responsibility Policy Framework and Procedure:

- Accredited Chain of Responsibility Framework and Procedure to be implemented in 2020/21.

Implementation of Information and Communication Technology Strategy/Roadmap:

- Implementation of Strategy projects and actions will continue in 2021/22.

Review the Broken Hill Heritage Study.

- The Broken Hill Heritage Study review will be completed by the Advisor and Heritage Committee in 2021/22.

Tri-partisan government approach to management of the National Heritage Assets:

- Advocacy has been ongoing and will be undertaken further in 2021/22.

Undertake further stakeholder and community engagement to review Community Strategic Plan:

- Additional stakeholder and community engagement to be undertaken in 2021/22.

UPCOMING

Support the organisation to operate within its legal framework.

Provide learning and networking opportunities for elected members.

Continue to look for efficiencies in the organisation and ensure financial sustainability.

Develop a Strategy to protect Broken Hill Heritage Assets.

DISABILITY INCLUSION ACTION PLAN 2017-2021

Our commitment is to 'create greater opportunities for people of all ages, all cultures and of differing abilities, to access the full range of services and activities available in the local community'.



ACHIEVEMENTS IN OUR DISABILITY INCLUSION ACTION PLAN

ACTIVE TRANSPORT PLAN – Council commenced works on priority areas identified within the Active Transport Plan to make movements for both pedestrians and road users safer and inclusive.

NEW PATHWAYS - These works provide connectivity and safe passage. New pathways include Blende Street (Central Business District) area, O'Farrell Street and Patton Street.

Improving
access

Increasing
safety

Connecting
destinations

Designing a
network

Increasing
cycling

Promoting
physical
activity



Blende Street pathway



O'Farrell Street pathway



Patton Street pathway

FOCUS AREA 1: ATTITUDES AND BEHAVIOURS

ACHIEVED

Review and development of staff annual training programs, promoting inclusivity.

Training to develop alternative formats in Word, PDF, PowerPoint provided to Corporate Services staff. With Corporate Services then providing guidance and assistance to relevant areas as required.

Support provided during weekly Asset and Infrastructure team meetings, to enhance staff confidence and communication skills to effectively engage people with disability.

Autism Awareness training provided to Council and YMCA staff.

Training provided and partnerships developed by Library staff to develop Social Stories to assist children to participate in program activities/groups.

Regular service, program and activity reviews undertaken to ensure accessibility, inclusion and participation for all.

Disability Inclusion Action Plan progress reports provided to DIAP Monitoring Group and the community on the implementation of Council's Disability Inclusion Action Plan.

Supported the NDIS information and preplanning hubs, National Reconciliation Week, Positive Partnerships Autism Awareness, Inclusive Tourism Online Learning (internal promotion), Stress Down Day and International Day of People with a Disability community event.

IN PROGRESS

Development of Council Inclusion Awareness training materials for inclusion in induction and/or refresher courses.

FOCUS AREA 2: LIVEABLE COMMUNITIES

ACHIEVED

Funding received from Roads and Maritime Services to develop a city-wide Pedestrian Access and Mobility Plan; the Plan upgraded to an Active Transport Plan (ATP) which also incorporates a bike plan. ATP priorities reviewed, consultation undertaken and priority actions commenced. Progress of ATP and the footpath works to be reported Council.

Broken Hill Event Guide, events and event planning templates reviewed and updated to ensure accessibility and inclusion are incorporated and made available to event organisers.

Accessibility features of the Library, Art Gallery, Visitor Information Centre and GeoCentre buildings documented and made available on websites and displayed at facilities.

Regular service, program and activity reviews undertaken by the Library, Art Gallery and GeoCentre to ensure accessibility, inclusion and participation for all.

Training provided and partnerships developed by Library staff to develop Social Stories to assist children to participate in program activities/groups.

The Art Gallery hosted workshops for Maari Ma health group clients. The Gallery and Museum and GeoCentre make regular adjustments to programs to ensure accessibility, inclusion and participation for all. Gallery exhibitions are increasingly becoming a lot more interactive, including sound elements with recorded stories.

Accommodation Guide updated annually to promote accommodation with accessibility features.

Council Administrative Building refurbishment design plans developed incorporating the redesign of the information desk for wheelchair access and plans for installation of a Hearing Loop and dedicated room enabling sound privacy.

Economic benefits of aging and accessible business and activities promoted through media release and participation in community forums.

IN PROGRESS

Consultation, review and upgrade of public toilets for accessibility.

Development of information sheet, listing accessibility features of Council public toilets.

Investigation of accessibility features of Council buildings and development of PDFs showing Council building access features and activities hosted within buildings.

Investigation and development of documentation detailing access features of sportsgrounds, parks and playgrounds (including fencing).

Investigation of wheelchair height counter at Visitor Information Centre.

Installation of way finding in Council Administrative Centre, Civic Centre and Visitor Information Centre.

FOCUS AREA 3: SYSTEMS AND PROCESS**ACHIEVED**

Survey developed in easy read format and provided to NDIS disability service providers, sector partners and community seeking level of satisfaction with Community Strategic Plan progress.

IN PROGRESS

Investigation and development of Accessibility page on Council website, for information on the accessibility features of facilities and getting around Broken Hill.

FOCUS AREA 4: EMPLOYMENT**ACHIEVED**

Australian Network on Disability resources accessed and all policies and procedures being reviewed for inclusion of best practise principles.

Recruitment Framework reviewed, updated and implemented operationally, ensuring Council's ability to implement reasonable adjustment for all applicants during the employment process.

Full progress report on the implementation of the 2017-2021 Disability Inclusion Action Plan can be found on Council's website - <https://www.brokenhill.nsw.gov.au/Council/Strategic-Plans-including-Fees-and-Charges/Disability-Inclusion-Action-Plan>

SECTION 2: STATUTORY REQUIREMENTS

Local Government Act 1993 and General Regulation Reporting Requirements

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

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

Council's Annual Report must include the following information:

1. Council's achievement in implementing the Delivery Program - Section 1;
2. Council's implementation of the Disability Inclusion Action Plan 2017-2021 - Section 1;
3. A copy of Council's required audited financial report is included - Section 3.
4. A copy of Council's End of Term Report 2016-2021 and State of Environment Report 2016-2021- Annexures to Annual Report.

Environmental Upgrade

Particulars of any environmental upgrade agreement entered into, in accordance with any requirements imposed under s54P (1): No data to report for 2020/21.

Special Variation

Report on activities funded via a special rate variation of general income including Special Rate Variation Guidelines* (SRV Guidelines) 7.1: No data to report for 2020/21.

AMOUNT OF RATES AND CHARGES WRITTEN OFF 2020/21		\$
Total pensioner concession		566,634
LESS subsidy reimbursement		283,407
NETT Pensioner amount written off by Council		283,277
Concessions – additional pension rebate		15,508
Bad debts written off		Nil
TOTAL		\$298,735

LEGAL PROCEEDINGS		
Summary of the amounts incurred by the Council in relation to legal proceedings		Status
Other advice	\$24,888	Complete
Property administration	\$41,218	Complete
Debt and fine recovery	\$151,745	Complete
Corporate Litigation	\$955,228	Ongoing
TOTAL	\$1,173,079	

COUNCILLORS PAYMENT OF EXPENSES AND PROVISION OF FACILITIES		\$
Provision of dedicated office equipment allocated to councillors		Nil
Telephone calls made by councillors (includes internet costs)		Nil
Attendance of councillors at conferences and seminars		14,852
Training of councillors and provision of skill development		Nil
Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses		11,623
Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses		Nil
Expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors		Nil
Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor		Nil
TOTAL		\$26,475

CONTRACTS OVER \$150,000		
Details of each contract awarded for amounts greater than \$150,000		
Contractor	Goods / Service Provided	\$
Gettin There Pty Ltd	Reconstruction of Iodide Street from Morgan to Union Streets - Stage 1, including kerb and gutter and drainage structures	641,084
Broken Hill Truck Centre	Supply one 3 way tipper truck with crane less trade in	204,570
Conex Group Pty Ltd	Works of infrastructure identified in the Active Transport Plan	567,748
Gettin There Pty Ltd	Works of infrastructure identified in the Active Transport Plan	171,136
Matthew Barratt Electrical Pty Ltd	Design and Construction of sports lighting at Alma Oval and O'Neil Park Soccer Grounds	1,040,160
Joss Pty Ltd	Redevelopment of Queen Elisabeth Park	1,514,804
Gettin There Pty Limited	Reconstruction of a portion of Kanandah Road	704,137
Convic Pty Limited	Design and construct a skate park in Sturt Park	660,000
ADB Safewgate Australia Pty Limited	Replacement of Aeronautical Ground Lighting at Broken Hill Airport	1,882,775
Public Works Advisory	Project management of EP O'Neil Memorial Precinct Redevelopment Project	649,781
Air Comfort Services Pty Ltd	Broken Hill Regional Art Gallery Mechanical Services Upgrade	797,295
Gettin There Pty Limited	Reconstruction of the intersections of Comstock Street/Piper Street and Comstock Street/Hebbard Street	617,940
Fire Flow Pty Ltd	Supply and install of diesel-powered Fire Hydrant Pump Sets to support the Infrastructure Services of the Broken Hill Regional Airport	270,136

FINANCIAL ASSISTANCE TO COMMUNITY UNDER S356 OF THE LOCAL GOVERNMENT ACT 1993	
MISCELLANEOUS SUBSIDIES	\$
Far West Local Health District	2,500.00
Compass Housing Services Co Ltd	5,000.00
Clontarf Foundation	2,594.55
Broken Hill Golf Inc	6,000.00
Under the Silver Tree Cooperative Bookshop	1,645.00
North Broken Hill Bowling Club	660.00
2Dry FM Community Radio	1,090.55
Broken Hill Community Inc	10,000
Broken Hill Desert Rats Rod & Custom Club	7,500.00
Silverlea Early Childhood Services Inc	8,646.00
Landcare Broken Hill Inc	1,200.00
Broken Hill Repertory Society Inc	5,000
Broken Hill Swimming Club Inc	2,610.91
AFL Broken Hill	17,255.00
Sulphide Street Railway & Historical Museum Trust	4,232.00
Willyama High School	100.00
Broken Hill Public School	100.00
Morgan Street Public School	90.91
Burke Ward Primary School	90.91
Railwaytown Primary School	100.00
Broken Hill North Public School	100.00
Broken Hill High School	100.00
School of the Air Broken Hill	100.00
TOTAL	\$76,715.83

FINANCIAL ASSISTANCE TO COMMUNITY UNDER S356 OF THE LOCAL GOVERNMENT ACT 1993	
RATE SUBSIDIES	\$
West Broken Hill Rifle Club	7,498.80
Silver City Rifle Club	7,498.80
Broken Hill Gun Club Inc	2,602.60
Silver City Small Bore Rifle Club	1,744.75
Broken Hill Pistol Club Inc	2,408.37
Broken Hill Rifle Club Inc	6,017.80
Mr C J Bright - Kantappa Station	471.10
Silver City Motorcycle Club Inc	4,480.15
TOTAL	\$32,722.37

GENERAL MANAGER REMUNERATION PACKAGE* (01/07/2020 – 30/06/2021)	
Statement of the total remuneration comprised in remuneration package of the General Manager	
Total Remuneration*	\$287,676

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

SENIOR STAFF MEMBERS EMPLOYED BY COUNCIL* (01/07/2020 – 30/06/2021)	
Statement of the total remuneration comprised in remuneration package of all senior staff members, expressed as the total (not of individual members)	
Total Remuneration*	\$115,569

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

Works Carried Out On Private Land

Resolutions made under Section 67 concerning work carried out on private land:
No data to report for 2020/21.

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

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

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

Council's Section 355 Committees are:

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

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

Council held no decision-making controlling interest in any corporation, partnership, trust, joint venture, syndicate, or other body during the financial year 2020/21.

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the council participated during the year Reg. cl 217(1)(a8)

During 2020/21, Council participated in the following corporations, partnerships, trusts, joint ventures, syndicates or other bodies:

- Far South West Joint Organisation
- State Emergency Services
- Broken Hill University Department of Rural Health - The Australian Prevention Partnership Centre
- Cities Power Partnership
- Food Regulation Partnership
- Regional Express Airlines
- Broken Hill Environmental Lead Centre
- Broken Hill Rotary
- St Patricks Race Club
- Broken Hill Historical Society Inc
- West Darling Regional Arts Board
- Destination Network Country & Outback
- Destination NSW
- Flinders Ranges Tourism Operators Association
- South Australian Visitor Information Centre Network
- State Library New South Wales
- State Archives and Records NSW
- Journey Beyond Rail – Great Southern Rail
- RM Molesworth
- Maari Ma Aboriginal Health Corporation – Maari Ma Aboriginal Art Awards
- Hart Family – Pro Hart Outback Prize
- Landcare Broken Hill
- Broken Hill Alliance
- Regional Development Australia Far West
- Australian Mining Cities and Centres Alliance
- Association of Mining Related Councils
- RSPCA
- National Desexing Network

A statement detailing the stormwater management services provided (if levied).

Reg cl 217(1)(e): No data to report for 2020/21.

A statement detailing the coastal protection services provided (if levied).

Reg cl 217(1)(e1): No data to report for 2020/21.

Equal Employment Opportunity Target Groups

Encouraging young people to take up careers in local government, attracting and retaining mature aged workers with valuable experience and skills and engaging with under-utilised sections of the labour market such as women with young children, carers, people with disabilities, Indigenous people and people from culturally diverse backgrounds, will assist to strengthen the organisation's ability to meet its future workforce needs.

EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY INITIATIVES	
IMPLEMENTED	% OF STAFF PARTICIPANTS
Formal flexibility agreement	<10%
Flexible leave arrangements (TIL)	32%
Regular part time work	<10%
Rostered/accrued days off	79%
Regular or occasional working remotely	38%
Job sharing	4%
Unpaid leave for carers of people with special needs	0%

Employee Satisfaction

The number of employee grievances an organisation receives is one measure of employee satisfaction levels and the well-being of the working environment. Council has a number of mechanisms in place for employees to raise awareness for identifying and responding to grievances, including policy and procedures; Workplace Consultative Committee and EEO Contact Officers.

YEAR	NO. GRIEVANCES LODGED
2020/21	2

CAPITAL WORKS PROJECTS 2020/21	\$
Broken Hill Library Community Hub and Cultural Pro	\$9,920
CBD Lighting and Projection Project	\$252,900
Warnock St Works Depot Refurbishment	\$58,582
Art Gallery Humidifier Replacement	\$31,628
Administration Building AC Upgrade	\$396,452
Council Chamber AC Upgrade	\$2,790
Visitor Information Centre AC Upgrade	\$2,790
Airport Terminal AC Upgrade	\$3,443
Civic Centre AC Upgrade	\$24,427
Airport Terminal - Kiosk Upgrade	\$68,590
Multiple Roof Replacement - 2016 Hailstorm	\$2,322,991
Library, Archive & Cultural Precinct	\$22,792
Council Chamber AV Upgrade	\$97,599
Administration Building - Security Access System R	\$37,217
Warnock Street Boom Gate	\$47,447
HACC Centre Plumbing Works	\$44,447
Administration Building Server Room AC Replacement	\$5,731
Administration Building No 2 Chiller Replacement	\$85,083
Airport Terminal - CCTV System Renewal	\$10,882
Airport Terminal - BMS Replacement	\$20,499
HACC Air conditioner Replacement 2021	\$7,923
Warnock St Garage Doors Refurbishment	\$13,297
Centre - Stage Infrastructure Renewal	\$17,470
Council Chamber BMS Upgrade	\$18,556
Visitor Information Centre - Replace 14kw Daikin C	\$8,242
Footpaths Renewal	\$752,605

CAPITAL WORKS PROJECTS 2020/21	\$
Jones Street - Footpaths Renewal	\$41,442
Visitor Counting Equipment Various Sites	\$16,730
Re-establish Data Recovery Site	\$11,960
Smart Parking Software	\$41,642
Data Centre UPS Upgrade	\$15,519
Remote Switch Site Renewal	\$36,495
Tape Backup Library Upgrade	\$10,061
Server Replacement	\$5,000
Desktop-Laptop Replacement 20/21	\$31,303
Waste Facility CCTV Upgrade	\$18,479
ePlanning Implementation	\$41,957
Sturt Park Upgrade to Children's Playground	\$264,916
Circulation Pump Overhaul	\$12,889
Sturt Park Skate Park Construction	\$25,830
Queen Elizabeth Park Redevelopment	\$230,453
Alma Oval Lighting Upgrade	\$483,740
O'Neill Sporting Complex Soccer Grounds Lighting Upgrade	\$578,933
O'Neill Sporting Complex Masterplan	\$13,432
Living Desert Backup Water Pump	\$31,431
Aquatic Centre Chlorine Gas Line Replacement	\$25,024
BHP Chimney Development	\$11,973
Sculpture Symposium Construction	\$8,422
Replace airport perimeter fence	\$417,057
Replace airport lighting	\$1,067,652
Federation Way - Acquisition from Crown Lands	\$24,271
Warnock Street - Acquisition from Crown Lands	\$80
LED Streetlight Upgrade	\$513,489
Christmas Tree and Street Decorations	\$69,353

CAPITAL WORKS PROJECTS 2020/21	\$
Fencing of landfill extension 20/21	\$153,129
Airport Fire Equipment Upgrade	\$13,018
Bus Shelter – Patton/Comstock Sts	\$6,674
Animal Shelter Exercise Pen Improvements	\$8,838
Mason Truck Replacement	\$227,297
Garbage Compactor	\$760,000
Passenger vehicle replacement	\$182,212
Living Desert Accessible BBQ	\$8,283
Weighbridge IT Upgrade	\$28,140
Truck Hoist Replacement	\$63,870
Tractor Replacement	\$85,416
Vacuum Cleaners Replacement	\$16,039
Cricket Pitch Mower Replacement	\$6,718
Road – Brown St Seal	\$20,488
Road Reconstruction – Iodide St from Morgan St to Union St	\$591,687
Road Reconstruction – Intersection Comstock/Piper Sts	\$19,206
Road Reconstruction – Intersection Comstock/Hebbard Sts	\$14,796
Road Reconstruction – Gypsum St	\$575,360
Local Roads Resealing 20/21	\$518,830

CAPITAL WORKS PROJECTS 2020/21	\$
Road Reconstruction – Gypsum St/Silver City Highway Intersection	\$312,213
Road Reconstruction – Gypsum St/Perilya Entrance	\$9,056
Road Reconstruction – Gypsum/Cornish Sts Intersection	\$216,135
Road Reconstruction – Oxide/Blende Sts Intersection	\$137,283
Road Reconstruction – Kanandah Road Heavy Patching 20/21	\$693,703
Road Reconstruction – Galena/Mercury/Talc Sts Intersection	\$61,171
Road Reconstruction – Galena/Williams Sts Intersection	\$63,127
Road Reconstruction – Blende/Wills/Galena Sts Roundabout	\$8,716
Road Reconstruction – Thomas/O`Farrell Sts Intersection Upgrade	\$8,467
Argent St – Oxide St to Chloride St Pothole Repairs	\$119,613
Road Reconstruction – Lane St – KFC Entry	\$4,928
Road Reconstruction – Chloride St from Williams St to Chapple St	\$2,728
TOTAL	\$13,350,977

Companion Animals Act 1998 and Companion Animals Regulation 2008

POUND DATA: ANIMAL CONTROL STATISTICS 2020/21		
Activity	Total Dogs	Total Cats
Seized	286	95
Returned/Released to Owner	121	2
Surrendered	48	18
Number microchipped	176	30
Released for re-homing	141	73

COMPLIANCE WITH COMPANION ANIMAL ACT 1988 (CA ACT) AND THE COMPANION ANIMAL REGULATION 2008	
Dog Attacks	Council lodged compliant returns to the Office of Local Government of pound data collection returns and dog attack incident data. During 2020/21 there were 58 dog attack incidents recorded.
Community Education Programs	Free microchipping of 70 animals undertaken by Council Ranger during 2020/21.
Strategies To Promote De-Sexing	Council constantly updates information on its webpage in relation to Companion Animals and benefits associated with desexed animals. Pamphlets and flyers are available at Council's Administrative Centre promoting desexing. Council, in conjunction with the National Desexing Network offered the community a subsidised cat desexing program which commenced in April 2021. The program allowed 200 cats to be desexed locally.
Strategies To Comply With Section 64 of the Companion Animals Act 1998	Council is working collaboratively with local animal rescue organisations. During the 2020/21 financial year 141 dogs and 73 cats were released for rehoming. Council's euthanasia rate is approximately 13% of the total number of impounded animals. Animals that were euthanised were either sick or aggressive (feral) and therefore unsuitable for rehoming.
Dog Off Leash Areas	Council provides two dog off leash areas for the residents of Broken Hill to exercise their dogs: <ul style="list-style-type: none"> • Patton Park – Broken Hill South • Queen Elizabeth Park – Broken Hill North
Funding	No additional funding was received for Companion Animal Management and activities during 2020/21.

Carers Recognition Act 2010

Council auspices several carer programs and activities to support carers in their caring role. Council maintains a record of staff who identify as 'carers' as defined under the Act and are considerate of the impact this may have on their work life.

The Workplace Consultative Committee are kept up to date on changes in legislation impacting carers and the role of the organisation in supporting those staff. Further information on carer activities and education is frequently distributed throughout the Council and to various community stakeholders.

Disability Inclusion Action Plan

Council's Disability Inclusion Action Plan 2017-2021 was adopted by Council on 28 June 2017, minute number 45563. The Plan was created with the input of the Disability Inclusion Action Plan Working Group and the many community members who gave comments via survey or in face-to-face consultations. Many organisations also assisted Council to engage people with disability to participate in this process, including the Rural and Remote Autism Network; NSW Ability Links Orana Far West; YMCA Broken Hill (and YMCA NSW); CareWest; Silverlea Services; Silverlea Early Childhood Services; Life Without Barriers; and the NSW Department of Family and Community Services Far West/Murrumbidgee District. In addition, staff within Broken Hill City Council provided significant contributions to the development of this Plan. See Achievements in Our Disability Inclusion Action Plan - Focus Areas (page 48-50) for Council's progress on Implementation of the Plan.

Environmental Planning and Assessment Act 1979

Voluntary Planning Agreement between Broken Hill City Council and Perilya. This voluntary planning agreement (VPA) was developed to comply with condition 15 of the planning approval issued by the NSW Department of Planning, for the recommencement of the North Mine.

The Planning Agreement requires a one-off monetary contribution of \$280,000 towards road works, as well as an annual contribution of \$20,000 towards road maintenance costs. The road works relate to Gypsum Street/South Road intersection (east bound left turn lane) and Gypsum Street (westbound land from South Road).

The Planning Agreement also requires the Developer to carry out Community Enhancement Works every year. The community enhancement works were introduced by the developer and consist of works and contributions that will benefit the community.

Perilya has paid the initial monetary contributions to Council as required, for the road intersection works and maintenance works.

A statement detailing the recovery and threat abatement plans in accordance with Fisheries Management Act 1994, s220ZT(2): No data to report for 2020/21.

Swimming Pools Act 1992

Inspections of private swimming pools 2020/21 in accordance with the Swimming Pools Act 1992, s22f(2) and the Swimming Pools Regulation 2018 cl23	
Number of inspections of tourist and visitor accommodation	21
Number of inspections of premises with more than 2 dwellings	3
Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the Act	51
Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the Regulation	50

Government Information (Public Access) Act 2009 and Regulation

Council is committed to the following principles regarding public access to documents and information:

- Open and transparent government
- Consideration of the overriding public interest in relation to access requests
- Proactive disclosure and dissemination of information
- Respect for the privacy of individuals

Council is committed to the principle of open government as set out in its Code of Business Practice Policy. During 2020/21 Council received **12** applications under the *Government Information (Public Access) (GIPA) Act 2009*. In each case, the application was processed within the statutory timeframe. The statistical information below regarding access applications to Council in 2020/21, is provided in accordance with Schedule 2 of the *Government Information (Public Access) Regulation 2018*.

SUMMARY OF APPLICATIONS UNDER GIPA ACT - SCHEDULE 2		1 JULY 2020 – 30 JUNE 2021
TABLE A - NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*		
Private sector business - Access granted in part		3
Not for profit organisations or community group – Access granted in part		1
Members of the public (by legal representative) - Access granted in part		2
Members of the public (by legal representative) - Information not held		1
Members of the public (other) – Access granted in full		1
Members of the public (other) – Access granted in part		3
Members of the public (other) – Access refused in full		1
*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision		
TABLE B - NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME*		
Access applications (other than personal information applications) - Access granted in full		1
Access applications (other than personal information applications) - Access granted in part		9
Access applications (other than personal information applications) - Access refused in full		1
Access applications (other than personal information applications) - Information not held		1
*A personal information application is an access application for personal information (as defined in clause 4 of the Schedule 4 to the Act) about the applicant (the applicant being an individual)		
TABLE C - INVALID APPLICATIONS – Application does not comply with formal requirements (s41 of act)		1
TABLE D - CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 OF THE ACT		0
TABLE E - OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT – Business interests of agencies and other persons		1
TABLE F - TIMELINES		
Decided within the statutory timeframe (20 days plus any extensions)		12
TABLE G - NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)		0
TABLE H - NUMBER OF APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)		0
TABLE I - NUMBER OF APPLICATIONS TRANSFERRED TO OTHER AGENCIES		0

Public Interest Disclosures Act 1994 and Regulation 2011

Section 31 of the *Public Interest Disclosures Act 1994* requires each public authority, within 4 months after the end of each reporting year, to prepare an annual report on the public authority's obligations under the Act for submission to the Minister responsible for the public authority. A copy of this report is also to be provided to the Ombudsman.

THE PUBLIC INTEREST DISCLOSURES REGULATION 2011, REQUIRES THE FOLLOWING INFORMATION TO BE INCLUDED IN THE PUBLIC INTEREST DISCLOSURES ANNUAL REPORT:		
	REQUIREMENT	STATISTIC
(a)	The number of public officials who have made a public interest disclosure to the public authority	Nil
(b)	The number of public interest disclosures received by the public authority in total and the number of public interest disclosures received by the public authority relating to each of the following: <ul style="list-style-type: none"> i) corrupt conduct ii) maladministration iii) serious and substantial waste of public money or local government money (as appropriate) iv) Government information contraventions v) local government pecuniary interest contraventions 	Nil Nil Nil Nil Nil Nil
(c)	The number of public interest disclosures finalised by the public authority	Nil
(d)	Whether the public authority has a public interest disclosure policy in place	A copy of Council's Reporting of Public Interest Disclosures Policy is available on Council's website www.brokenhill.nsw.gov.au
(e)	What actions the head of the public authority has taken to ensure that his or her staff awareness responsibilities under section 6E (1) (b) of the Act have been met.	<ul style="list-style-type: none"> • Council's reviewed Reporting of Public Interest Disclosures Policy was adopted by Council 25 September 2019 and is available on Council's website and intranet site. • PID Awareness information on PID Policies and Procedures is also included in Council's Corporate Induction Program.

DOING BUSINESS WITH COUNCIL

CUSTOMER RELATIONS

The Customer Relations team is Council's first contact point for the community. The Customer Relations team is available for face-to-face enquires from 9am to 4pm, dependent on COVID-19 restrictions and telephone enquiries from 8.30am to 5pm, Monday to Friday. Council's cashier closes at 4pm daily.

PUBLIC OFFICER

Council's Public Officer can provide information on Council's plans, policy documents and information under the *Government Information (Public Access) Act 2009*.

COUNCIL NOTICES

Council advertises regularly in the Barrier Daily Truth newspaper, including information about proposed developments, draft policies, positions vacant, public notices and Council meeting dates and times. Council advertises in other publications when relevant.

COUNCIL WEBSITE

Council's website can be accessed at www.brokenhill.nsw.gov.au. The website includes information about Council services, media releases, positions vacant, booking information for Council facilities, forms and online payments. Public documents can also be accessed on the website and includes Business Papers, Integrated Planning and Reporting documents, Plans and Policies.

CORRESPONDENCE

All correspondence to Council should be addressed to the General Manager and forwarded to:

Broken Hill City Council
PO Box 448
BROKEN HILL NSW 2880
Email: council@brokenhill.nsw.gov.au

COUNCIL CONTACT DIRECTORY

CONTACT	CONTACT DETAILS
IN PERSON	Council Administrative Centre 240 Blende Street Broken Hill NSW 2880 9am to 4pm - Dependent on COVID19 restrictions
POST	Broken Hill City Council PO Box 448 Broken Hill NSW 2880
PHONE	08 8080 3300 – 8.30am to 5pm
FAX	08 8088 3424
EMAIL	council@brokenhill.nsw.gov.au
OPENING HOURS	9am to 4pm – Dependent on COVID-19 restrictions Monday to Friday Cashier closes at 4pm
EMERGENCY NUMBERS	
ANIMAL CONTROL	02 8579 0325
PARKS and ROADS	0408 858 368

SECTION 3: FINANCIAL STATEMENTS 2020/2021

ANNEXURES: END OF TERM REPORT 2016-2021 AND STATE OF ENVIRONMENT REPORT 2016-2021

BROKEN HILL
CITY COUNCIL

www.brokenhill.nsw.gov.au

Broken Hill City Council

ANNUAL FINANCIAL STATEMENTS
for the year ended 30 June 2021

*A vibrant, prosperous and culturally rich Heritage City
shared with visitors from around the world.*



Broken Hill City Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2021

*A vibrant, prosperous and culturally rich Heritage City
shared with visitors from around the world.*



Broken Hill City Council**General Purpose Financial Statements**

for the year ended 30 June 2021

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Overview

Council of the City of Broken Hill is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

240 Blende Street
Broken Hill NSW 2880

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.brokenhill.nsw.gov.au

Broken Hill City Council

General Purpose Financial Statements

for the year ended 30 June 2021

Understanding Council's Financial Statements

Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2021.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

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

29 September 2021



Christine Adams

Councillor

29 September 2021



Jay Nankivell

General Manager

29 September 2021



Simon Brown

Responsible Accounting Officer

29 September 2021

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 2021 \$ '000		Notes	Actual 2021 \$ '000	Actual 2020 \$ '000
Income from continuing operations				
18,639	Rates and annual charges	B2-1	19,013	18,473
2,686	User charges and fees	B2-2	3,325	2,937
233	Other revenue	B2-3	4,867	470
6,740	Grants and contributions provided for operating purposes	B2-4	6,771	6,728
30,011	Grants and contributions provided for capital purposes	B2-4	3,910	1,684
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	30,557
Expenses from continuing operations				
12,667	Employee benefits and on-costs	B3-1	13,475	12,463
9,407	Materials and services	B3-2	10,438	13,643
727	Borrowing costs	B3-3	958	737
7,064	Depreciation, amortisation and impairment for non-financial assets	B3-4	7,904	7,147
764	Other expenses	B3-5	2,822	870
—	Net losses from the disposal of assets	B4-1	503	131
30,629	Total expenses from continuing operations		36,100	34,991
28,261	Operating result from continuing operations		2,659	(4,434)
28,261	Net operating result for the year attributable to Council		2,659	(4,434)
(1,650)	Net operating result for the year before grants and contributions provided for capital purposes		(1,251)	(6,118)

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

	Notes	2021 \$ '000	2020 \$ '000
Net operating result for the year – from Income Statement		2,659	(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		1,715	25,400

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			
Payables	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	9,386	9,071
Total non-current liabilities		29,401	21,221
Total liabilities		41,090	29,591
Net assets		246,448	244,733
EQUITY			
Accumulated surplus	C4-1	108,741	106,082
IPPE revaluation reserve	C4-1	137,707	138,651
Council equity interest		246,448	244,733
Total equity		246,448	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

	Notes	as at 30/06/21			as at 30/06/20		
		Accumulated surplus \$ '000	IPPE revaluation reserve \$ '000	Total equity \$ '000	Accumulated surplus \$ '000	IPPE revaluation reserve \$ '000	Total equity \$ '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		2,659	–	2,659	(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		2,659	(944)	1,715	(4,434)	29,834	25,400
Closing balance at 30 June		108,741	137,707	246,448	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 \$ '000		Notes	Actual 2021 \$ '000	Actual 2020 \$ '000
Cash flows from operating activities				
Receipts:				
18,080	Rates and annual charges		18,813	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	—
295	Other		5,582	3,439
Payments:				
(12,326)	Employee benefits and on-costs		(13,133)	(12,562)
(9,064)	Materials and services		(12,274)	(14,943)
(727)	Borrowing costs		(645)	(581)
—	Bonds, deposits and retention amounts refunded		—	(22)
(764)	Other		(807)	(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		13,000	3,000
—	Sale of infrastructure, property, plant and equipment		664	2
—	Deferred debtors receipts		31	61
Payments:				
(5,000)	Acquisition of term deposits		(10,000)	—
(40,296)	Purchase of infrastructure, property, plant and equipment		(13,454)	(7,983)
(45,296)	Net cash flows from investing activities		(9,759)	(4,920)
Cash flows from financing activities				
Receipts:				
10,000	Proceeds from borrowings		10,000	—
Payments:				
(1,471)	Repayment of borrowings		(1,255)	(600)
8,529	Net cash flows from financing activities		8,745	(600)
(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

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Broken Hill City Council

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Broken Hill City Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 29 September 2021. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993* (Act) and *Local Government (General) Regulation 2005* (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of infrastructure, property, plant and equipment
- (ii) estimated tip remediation provisions
- (iii) employee benefit provisions

Significant judgements in applying the Council's accounting policies

- (i) Impairment of receivables

Council has made a significant judgement about the impairment of a number of its receivables – refer Note C1-4.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Waste management operations
- Civic centre operations
- Airport operations

A1-1 Basis of preparation (continued)

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

Volunteer services

Council is committed to providing work experience and training opportunities to members of the Community. However, Council is equally committed to maintaining the highest possible employment levels.

Volunteers are therefore, not substitutes for paid employees but an acknowledged and valued addition to Council's community infrastructure

New accounting standards and interpretations issued not yet effective

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2021 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2021.

Those newly adopted standards had no material impact on Council's reported financial position, financial performance and/or associated financial statement disclosures.

B Financial Performance**B1 Functions or activities****B1-1 Functions or activities – income, expenses and assets**

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Functions or activities										
Our Community	3,266	1,610	7,528	7,962	(4,262)	(6,352)	2,350	895	225,461	215,097
Our Economy	2,936	2,590	8,722	7,595	(5,786)	(5,005)	2,107	1,893	11,271	10,754
Our Environment	6,170	4,380	4,093	3,605	2,077	775	1,560	92	6,617	6,310
Our Leadership	26,387	21,977	15,757	15,829	10,630	6,148	4,664	5,532	44,189	42,163
Total functions and activities	38,759	30,557	36,100	34,991	2,659	(4,434)	10,681	8,412	287,538	274,324

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Our Community

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

Our Economy

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

Our Environment

Our environment relates to the conservation and preservation of the natural environment and the greater reduction of the human impact on the surrounding environment to ensure a sustainable and healthy community.

Our Leadership

Community leadership is essential to ensure the goal and objectives of the Broken Hill City Council's long term plan are achieved. Our leadership is a coordinated approach to add value and ownership of the Community Strategic Plan.

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B2 Sources of income**B2-1 Rates and annual charges**

	2021 \$ '000	2020 \$ '000
Ordinary rates		
Residential	10,224	9,924
Farmland	11	11
Mining	2,278	2,222
Business	3,747	3,692
Less: pensioner rebates (mandatory)	(417)	(431)
Less: pensioner rebates (Council policy)	(16)	(16)
Less: rates levied on council properties	(83)	(86)
Rates levied to ratepayers	15,744	15,316
Pensioner rate subsidies received	204	208
Total ordinary rates	15,948	15,524
Annual charges		
(pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic waste management services	3,136	2,989
Less: pensioner rebates (mandatory)	(150)	(148)
Annual charges levied	2,986	2,841
Pensioner subsidies received:		
– Domestic waste management	79	108
Total annual charges	3,065	2,949
Total rates and annual charges	19,013	18,473

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B2-2 User charges and fees

	Timing	2021 \$ '000	2020 \$ '000
Specific user charges			
(per s.502 - specific 'actual use' charges)			
Waste management services (non-domestic)	2	1,068	817
Total specific user charges		1,068	817
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s.608)			
Inspection services	2	37	54
Private works – section 67	2	255	89
Regulatory/ statutory fees	2	140	154
Section 10.7 certificates (EP&A Act)	2	68	69
Section 603 certificates	2	37	30
Animal control	2	70	49
Total fees and charges – statutory/regulatory		607	445
(ii) Fees and charges – other (incl. general user charges (per s.608))			
Parking fees	2	93	39
Waste disposal tipping fees	2	176	324
Art gallery	2	71	129
Airport	2	404	481
Burial fees	2	178	179
Rental income	2	89	–
Land development	2	–	89
Living desert fees	2	319	144
Museum	2	–	1
Public halls	2	55	7
Royalties	2	71	67
Swimming centre / pool	2	85	46
Other	2	17	51
Tourism and area promotion	2	92	118
Total fees and charges – other		1,650	1,675
Total user charges and fees		3,325	2,937
Timing of revenue recognition for user charges and fees			
User charges and fees recognised over time (1)		–	–
User charges and fees recognised at a point in time (2)		3,325	2,937
Total user charges and fees		3,325	2,937

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B2-3 Other revenue

	Timing	2021 \$ '000	2020 \$ '000
Legal fees recovery – rates and charges (extra charges)	2	130	48
Legal fees recovery – other		1,025	–
Commissions and agency fees	2	45	24
Diesel rebate	2	48	138
Insurance claims recoveries	2	2,238	2
Sales – general	2	68	103
Sundry income	2	491	155
Legal Judgements		822	–
Total other revenue		4,867	470
Timing of revenue recognition for other revenue			
Other revenue recognised over time (1)		–	–
Other revenue recognised at a point in time (2)		4,867	470
Total other revenue		4,867	470

Accounting policy for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B2-4 Grants and contributions

		Operating 2021 \$ '000	Operating 2020 \$ '000	Capital 2021 \$ '000	Capital 2020 \$ '000
	Timing				
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance – general component	2	2,213	2,196	–	–
Financial assistance – local roads component	2	253	252	–	–
Payment in advance - future year allocation					
Financial assistance	2	2,639	2,593	–	–
Amount recognised as income during current year		5,105	5,041	–	–
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Previously specific grants:					
Pensioners' rates subsidies:					
Economic development	2	42	225	–	83
Heritage and cultural	2	27	21	173	683
Library	2	309	375	–	–
Noxious weeds	2	–	6	–	–
Recreation and culture	2	2	2	–	–
Art gallery	2	102	100	–	–
Parks and reserves and horticulture	2	–	–	1,522	56
Street lighting		124	–	–	–
Airport	1	–	–	793	20
Transport (roads to recovery)	2	466	466	–	–
Transport (other roads and bridges funding)	2	506	413	883	432
Other specific grants	1	16	9	539	410
Previously contributions:					
Heritage/cultural	2	7	12	–	–
Recreation and culture	2	39	30	–	–
Tourism	2	21	5	–	–
Other contributions	2	–	5	–	–
Total special purpose grants and non-developer contributions – cash		1,661	1,669	3,910	1,684
Total special purpose grants and non-developer contributions (tied)		1,661	1,669	3,910	1,684
Total grants and non-developer contributions		6,766	6,710	3,910	1,684
Comprising:					
– Commonwealth funding		5,105	5,109	1,693	20
– State funding		1,594	1,320	1,654	1,532
– Other funding		67	281	563	132
		6,766	6,710	3,910	1,684

continued on next page ...

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Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B2-4 Grants and contributions (continued)**Developer contributions**

		Operating 2021 \$ '000	Operating 2020 \$ '000	Capital 2021 \$ '000	Capital 2020 \$ '000
	Timing				
Developer contributions:					
(s7.4 & s7.11 - EP&A Act, s64 of the LGA):					
Cash contributions					
S 7.12 – fixed development consent levies	2	5	18	–	–
Total developer contributions – cash		5	18	–	–
Total developer contributions		5	18	–	–
Total contributions		5	18	–	–
Total grants and contributions		6,771	6,728	3,910	1,684
Timing of revenue recognition for grants and contributions					
Grants and contributions recognised over time (1)					
		–	–	–	–
Grants and contributions recognised at a point in time (2)					
		6,771	6,728	3,910	1,684
Total grants and contributions		6,771	6,728	3,910	1,684

continued on next page ...

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Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B2-4 Grants and contributions (continued)**Unspent grants and contributions**

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

	Operating 2021 \$ '000	Operating 2020 \$ '000	Capital 2021 \$ '000	Capital 2020 \$ '000
Unspent grants and contributions				
Unspent funds at 1 July	632	296	544	480
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	284	—	4,351	—
Add: Funds received and not recognised as revenue in the current year	—	596	—	470
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(569)	—	(1,999)	—
Less: Funds received in prior year but revenue recognised and funds spent in current year	—	(260)	(544)	(406)
Unspent funds at 30 June	347	632	2,352	544
Contributions				
Unspent funds at 1 July	—	472	—	—
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	—	—	—	—
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	—	(472)	—	—
Unspent contributions at 30 June	—	—	—	—

Accounting policy**Grants and contributions – enforceable agreement with sufficiently specific performance obligations**

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

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Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B2-4 Grants and contributions (continued)**Developer contributions**

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

	2021 \$ '000	2020 \$ '000
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	107	132
– Cash and investments	466	(79)
Total interest and investment income (losses)	573	53
Interest and investment income is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	107	132
General Council cash and investments ¹	466	(79)
Total interest and investment income	573	53

Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

(1) Interest returns were negative in 2020 due to market effects of the COVID-19 pandemic on managed funds.

B2-6 Other income

	Notes	2021 \$ '000	2020 \$ '000
Rental income			
Other lease income			
Rental income		300	212
Total Other lease income		300	212
Total rental income	C2-1	300	212
Total other income		300	212

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B3 Costs of providing services**B3-1 Employee benefits and on-costs**

	2021 \$ '000	2020 \$ '000
Salaries and wages	9,706	9,026
Employee termination costs (where material – other than vested leave paid)	32	78
Employee leave entitlements (ELE)	2,838	2,237
Superannuation	1,226	1,226
Workers' compensation insurance	409	246
Fringe benefit tax (FBT)	105	22
Total employee costs	14,316	12,835
Less: capitalised costs	(841)	(372)
Total employee costs expensed	13,475	12,463

Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B3-2 Materials and services

	Notes	2021 \$ '000	2020 \$ '000
Raw materials and consumables		1,784	1,716
Contractor and consultancy costs		3,771	3,413
Audit Fees	F2-1	136	71
Previously other expenses:			
Councillor and Mayoral fees and associated expenses	F1-2	219	220
Advertising		53	178
Bank charges		89	87
Electricity and heating		431	492
Insurance		435	441
Postage		54	58
Printing and stationery		95	84
Street lighting		380	408
Subscriptions and publications		223	220
Telephone and communications		91	61
Travel expenses		77	201
Investment fees		8	2
Internet access		69	305
Licenses and permits		42	38
Motor vehicles		59	23
Promotion		55	50
Training costs (other than salaries and wages)		174	166
Other expenses		359	297
Water charges and consumption		661	732
Legal expenses:			
– Legal expenses: debt recovery		70	63
– Legal expenses: other		1,103	4,317
Total materials and services		10,438	13,643
Total materials and services		10,438	13,643

Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Borrowing costs

	Notes	2021 \$ '000	2020 \$ '000
(i) Interest bearing liability costs			
Interest on loans		643	574
Total interest bearing liability costs		643	574
Total interest bearing liability costs expensed		643	574
(ii) Other borrowing costs			
Discount adjustments relating to movements in provisions (other than ELE)			
– Remediation liabilities	C3-5	315	163
Total other borrowing costs		315	163
Total borrowing costs expensed		958	737

Accounting policy

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B3-4 Depreciation, amortisation and impairment of non-financial assets

	Notes	2021 \$ '000	2020 \$ '000
Depreciation and amortisation			
Plant and equipment		947	636
Office equipment		122	89
Furniture and fittings		125	122
Infrastructure:	C1-7		
– Buildings – non-specialised		2,291	1,898
– Buildings – specialised		246	92
– Other structures		312	304
– Roads		2,829	2,994
– Footpaths		152	160
– Stormwater drainage		137	126
– Swimming pools		–	250
– Other open space/recreational assets		513	100
Reinstatement, rehabilitation and restoration assets:			
– Tip assets		230	376
Total gross depreciation and amortisation costs		7,904	7,147
Total depreciation and amortisation costs		7,904	7,147
Total depreciation, amortisation and impairment for non-financial assets		7,904	7,147

Accounting policy**Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note C1-7 for IPPE assets.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are no longer required to be tested for impairment under AASB 136. This is because these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Other assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B3-5 Other expenses

	Notes	2021 \$ '000	2020 \$ '000
Impairment of receivables			
Other		1,781	23
Total impairment of receivables	C1-4	1,781	23
Net share of interests in joint ventures and associates using the equity method			
Joint arrangements		215	102
Total net share of interests in joint ventures and associates using the equity method	D1-1	215	102
Other			
Contributions/levies to other levels of government		613	512
Donations, contributions and assistance to other organisations (Section 356)		213	233
Total other		826	745
Total other expenses		2,822	870

Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B4 Gains or losses**B4-1 Gain or loss from the disposal, replacement and de-recognition of assets**

	Notes	2021 \$ '000	2020 \$ '000
Gain (or loss) on disposal of property (excl. investment property)			
Proceeds from disposal – property (excl. investment property)		329	–
Less: carrying amount of property assets sold/written off		(280)	(43)
Gain (or loss) on disposal		49	(43)
Gain (or loss) on disposal of plant and equipment	C1-7		
Proceeds from disposal – plant and equipment		335	2
Less: carrying amount of plant and equipment assets sold/written off		(319)	(7)
Gain (or loss) on disposal		16	(5)
Gain (or loss) on disposal of infrastructure	C1-7		
Proceeds from disposal – infrastructure		–	–
Less: carrying amount of infrastructure assets sold/written off		(24)	(83)
Gain (or loss) on disposal		(24)	(83)
Gain (or loss) on disposal of WIP Assets			
Less: carrying amount of WIP assets sold/written off		(198)	–
Gain (or loss) on disposal		(198)	–
Gain (or loss) on disposal of other assets (artworks)			
Less: carrying amount of other assets (artworks) assets sold/written off		(346)	–
Gain (or loss) on disposal		(346)	–
Net gain (or loss) on disposal of assets		(503)	(131)

Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B5 Performance against budget**B5-1 Material budget variations**

Council's original budget was adopted by the Council on 30/06/2020 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
REVENUES				
Rates and annual charges	18,639	19,013	374	2% F
User charges and fees	2,686	3,325	639	24% F
Higher than anticipated revenue was received from Waste Facility user charges and the increase in local tourism prior to the June lockdowns provided higher than anticipated revenue for Council tourist facilities and the airport.				
Other revenues	233	4,867	4,634	1,989% F
Higher than budgeted revenue due to insurance recoveries from damage to Council buildings in the 2016 hail storm that were not included in the original budget.				
Operating grants and contributions	6,740	6,771	31	0% F
Capital grants and contributions	30,011	3,910	(26,101)	(87)% U
Delays in receipt of grants for major projects including the Library, Archive and Cultural Precinct and the CBD Redevelopment.				
Interest and investment revenue	286	573	287	100% F
The original budget did not anticipate as strong a market recovery from the pandemic as occurred in 2020-21.				
Other income	295	300	5	2% F

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Broken Hill City Council | Notes to the Financial Statements 30 June 2021

B5-1 Material budget variations (continued)

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
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EXPENSES

Employee benefits and on-costs	12,667	13,475	(808)	(6)%	U
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Materials and services	9,407	10,438	(1,031)	(11)%	U
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Actual budget variations partly due to increased expenditure on projects and activities not included in the original budget include two heritage studies projects, digitisation of artworks, community strategic plan, "Streets as Shared Spaces" program, variations to the noxious weed control program, "Summer Break" program, "Combatting Illegal Dumping" program, assessment of flood mitigation issues at Mulga Creek Wetlands and road works contracted to third parties. Some of this additional expenditure was offset by state or federal grants and revenue earned on contracted road works.

Other significant variations were due to employment of contract staff in key positions that could not be filled in a timely manner and additional legal expenses.

Borrowing costs	727	958	(231)	(32)%	U
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Depreciation, amortisation and impairment of non-financial assets	7,064	7,904	(840)	(12)%	U
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The original budget did not anticipate the quantum of increase in asset values resulting from infrastructure asset revaluations for the 2019-20 financial statements.

Other expenses	764	2,822	(2,058)	(269)%	U
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The major cause of the variance is an increase in the provision for bad and doubtful debts.

Net losses from disposal of assets	—	503	(503)	∞	U
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Assets for disposal were not identified at the time the original budget was drafted.

STATEMENT OF CASH FLOWS

Cash flows from operating activities	35,491	13,234	(22,257)	(63)%	U
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Delays in receipt of grants for major projects including the Library, Archive and Cultural Precinct and the CBD Redevelopment, expenditure on projects and activities not included in the original budget, employment of contract staff in key positions that could not be filled in a timely manner and additional legal expenses

Cash flows from investing activities	(45,296)	(9,759)	35,537	(78)%	F
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Delays in commencement of major projects including the Library, Archive and Cultural Precinct and the CBD Redevelopment.

Cash flows from financing activities	8,529	8,745	216	3%	F
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Broken Hill City Council | Notes to the Financial Statements 30 June 2021

C Financial position**C1 Assets we manage****C1-1 Cash and cash equivalents**

	2021 \$ '000	2020 \$ '000
Cash and cash equivalents		
Cash on hand and at bank	6,816	2,518
Cash-equivalent assets		
– Managed funds	6,476	5,124
– Short-term deposits	12,455	5,885
Total cash and cash equivalents	25,747	13,527

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	25,747	13,527
Balance as per the Statement of Cash Flows	25,747	13,527

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Debt securities at amortised cost				
Long term deposits	3,000	–	6,000	–
Total	3,000	–	6,000	–
Total financial investments	3,000	–	6,000	–
Total cash assets, cash equivalents and investments	28,747	–	19,527	–

Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

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C1-2 Financial investments (continued)

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

C1-3 Restricted cash, cash equivalents and investments

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Total cash, cash equivalents and investments	28,747	–	19,527	–
attributable to:				
External restrictions	5,427	–	4,573	–
Internal restrictions	22,761	–	11,773	–
Unrestricted	559	–	3,181	–
	28,747	–	19,527	–

	2021 \$ '000	2020 \$ '000
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Details of restrictions

External restrictions – included in liabilities

Specific purpose unexpended grants – general fund	2,352	544
External restrictions – included in liabilities	2,352	544

External restrictions – other

External restrictions included in cash, cash equivalents and investments above comprise:

Specific purpose unexpended grants (recognised as revenue) – general fund	347	632
Domestic waste management	2,006	2,715
Royalties	722	682
External restrictions – other	3,075	4,029

Total external restrictions

5,427	4,573
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Internal restrictions

Council has internally restricted cash, cash equivalents and investments as follows:

Employees leave entitlement	862	805
Security bonds, deposits and retentions	37	22
Plant purchase reserve	1,842	971
Other (innovation reserve)	500	500
Other (infrastructure replacement)	2,421	2,421
Other	1,629	1,054
Other (Cultural Precinct Reserve)	6,000	6,000
Other (TCorp Loan)	9,470	–
Total internal restrictions	22,761	11,773

Total restrictions

28,188	16,346
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Internal restrictions over cash, cash equivalents and investments are those assets restricted only by a resolution of the elected Council.

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

C1-4 Receivables

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Purpose				
Rates and annual charges	3,192	–	2,848	–
Interest and extra charges	730	–	621	–
User charges and fees	840	–	272	–
Accrued revenues				
– Interest on investments	3	–	21	–
– Other income accruals	1,848	–	63	–
GST receivable	300	–	228	–
Deferred debtors	16	–	31	16
Total	6,929	–	4,084	16
Less: provision of impairment				
Rates and annual charges	(245)	–	(236)	–
User charges and fees	(114)	–	(158)	–
Legal Judgements Debtor	(1,848)	–	–	–
Total provision for impairment – receivables	(2,207)	–	(394)	–
Total net receivables	4,722	–	3,690	16
Externally restricted receivables				
Domestic waste management	881	–	–	–
Total external restrictions	881	–	–	–
Unrestricted receivables	3,841	–	3,690	16
Total net receivables	4,722	–	3,690	16
			2021 \$ '000	2020 \$ '000
Movement in provision for impairment of receivables				
Balance at the beginning of the year (calculated in accordance with AASB 139)			394	384
+ new provisions recognised during the year			1,813	10
Balance at the end of the year			2,207	394

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C1-4 Receivables (continued)

Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are over 3 years past due, whichever occurs first.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

C1-5 Inventories

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
(i) Inventories at cost				
Trading stock	133	–	112	–
Total inventories at cost	133	–	112	–
Total inventories	133	–	112	–

Accounting policy

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

C1-6 Non-current assets classified as held for sale

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Non-current assets held for sale				
Land	–	–	190	–
Total non-current assets held for sale	–	–	190	–
Total non-current assets classified as held for sale	–	–	190	–

Reconciliation of non-current assets held for sale and disposal groups – i.e. discontinued operations

	2021 Assets 'held for sale' \$ '000	2020 Assets 'held for sale' \$ '000
Opening balance	190	–
Plus new transfers in:		
– Assets held for sale	(190)	190
Closing balance of held for sale non-current assets and operations	–	190

C1-7 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period								At 30 June 2021		
	Gross carrying amount \$ '000	Accumulated depreciation and impairment \$ '000	Net carrying amount \$ '000	Additions renewals ¹ \$ '000	Additions new assets \$ '000	Carrying value of disposals \$ '000	Depreciation expense \$ '000	WIP transfers \$ '000	Adjustments and transfers \$ '000	Tfrs from/(to) 'held for sale' category \$ '000	Revaluation decrements to equity (ARR) \$ '000	Gross carrying amount \$ '000	Accumulated depreciation and impairment \$ '000	Net carrying amount \$ '000
Capital work in progress	6,332	–	6,332	7,801	66	(198)	–	(3,555)	(1)	–	–	10,445	–	10,445
Plant and equipment	13,521	(8,292)	5,229	1,357	–	(319)	(947)	10	–	–	–	13,373	(8,043)	5,330
Office equipment	1,933	(1,435)	498	200	–	–	(122)	20	–	–	–	2,153	(1,557)	596
Furniture and fittings	2,581	(1,471)	1,110	–	–	–	(125)	–	–	–	–	2,581	(1,596)	985
Land:														
– Operational land	3,152	–	3,152	–	–	(280)	–	–	–	190	–	3,062	–	3,062
– Community land	1,916	–	1,916	–	–	–	–	–	–	–	–	1,916	–	1,916
– Crown Land	910	–	910	–	–	–	–	–	–	–	–	910	–	910
Infrastructure:														
– Buildings – non-specialised	98,848	(52,046)	46,802	387	224	(24)	(2,291)	1,537	–	–	–	100,691	(54,056)	46,635
– Buildings – specialised	8,940	(4,501)	4,439	–	–	–	–	–	(4,439)	–	–	–	–	–
– Other structures	15,064	(10,707)	4,357	20	191	–	(558)	989	4,439	–	–	25,188	(15,750)	9,438
– Roads	195,990	(70,319)	125,671	2,724	–	–	(2,829)	763	–	–	–	199,477	(73,148)	126,329
– Footpaths	12,227	(4,945)	7,282	–	–	–	(152)	–	–	–	–	12,228	(5,098)	7,130
– Stormwater drainage	12,970	(5,444)	7,526	–	–	–	(137)	–	–	–	–	12,969	(5,580)	7,389
– Swimming pools	19,825	(4,808)	15,017	–	–	–	–	–	(15,017)	–	–	–	–	–
– Other open space/recreational assets	3,396	(1,777)	1,619	372	–	–	(513)	21	15,018	–	–	23,614	(7,097)	16,517
Other assets:														
– Library books	352	(352)	–	–	–	–	–	–	–	–	–	352	(352)	–
– Art	9,756	(51)	9,705	–	111	(346)	–	215	–	–	(944)	8,742	–	8,742
– Other	278	(227)	51	–	–	–	–	–	–	–	–	276	(225)	51
Reinstatement, rehabilitation and restoration assets (refer Note 11):														
– Tip assets	12,799	(5,658)	7,141	–	–	–	(230)	–	–	–	–	12,799	(5,888)	6,911
Total infrastructure, property, plant and equipment	420,790	(172,033)	248,757	12,861	592	(1,167)	(7,904)	–	–	190	(944)	430,776	(178,390)	252,386

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

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C1-7 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2019			Asset movements during the reporting period									At 30 June 2020		
	Gross carrying amount \$ '000	Accumulated depreciation and impairment \$ '000	Net carrying amount \$ '000	Additions renewals ¹ \$ '000	Additions new assets \$ '000	Carrying value of disposals \$ '000	Depreciation expense \$ '000	WIP transfers \$ '000	Adjustments and transfers \$ '000	Tfrs from/(to) 'held for sale' category \$ '000	Revaluation increments / (decrements) to equity (ARR) \$ '000		Gross carrying amount \$ '000	Accumulated depreciation and impairment \$ '000	Net carrying amount \$ '000
Capital work in progress	3,990	–	3,990	2,845	1,109	–	–	(1,612)	–	–	–		6,332	–	6,332
Plant and equipment	11,701	(7,462)	4,239	184	322	(7)	(636)	–	1,127	–	–		13,521	(8,292)	5,229
Office equipment	1,609	(1,288)	321	60	6	–	(89)	51	149	–	–		1,933	(1,435)	498
Furniture and fittings	2,464	(1,346)	1,118	74	–	–	(122)	16	24	–	–		2,581	(1,471)	1,110
Land:															
– Operational land	3,370	–	3,370	–	63	–	–	21	21	(190)	(133)		3,152	–	3,152
– Community land	2,522	–	2,522	–	–	(43)	–	–	(4)	–	(559)		1,916	–	1,916
– Crown Land	1,022	–	1,022	–	–	–	–	–	–	–	(112)		910	–	910
Infrastructure:															
– Buildings – non-specialised	103,641	(61,103)	42,538	190	458	–	(1,898)	282	204	–	5,028		98,848	(52,046)	46,802
– Buildings – specialised	7,953	(5,388)	2,565	234	597	–	(92)	1,050	60	–	27		8,940	(4,501)	4,439
– Other structures	14,133	(10,716)	3,417	5	280	–	(304)	–	615	–	344		15,064	(10,707)	4,357
– Roads	196,604	(92,709)	103,895	735	9	(83)	(2,994)	145	–	–	23,964		195,990	(70,319)	125,671
– Footpaths	12,817	(6,295)	6,522	125	–	–	(160)	–	–	–	795		12,227	(4,945)	7,282
– Stormwater drainage	13,518	(5,417)	8,101	–	–	–	(126)	–	22	–	(471)		12,970	(5,444)	7,526
– Swimming pools	17,930	(4,045)	13,885	211	–	–	(250)	47	–	–	1,124		19,825	(4,808)	15,017
– Other open space/recreational assets	5,709	(2,178)	3,531	–	101	–	(100)	–	(1,740)	–	(173)		3,396	(1,777)	1,619
Other assets:															
– Library books	352	(352)	–	–	–	–	–	–	–	–	–		352	(352)	–
– Other	9,756	(51)	9,705	–	–	–	–	–	–	–	–		9,756	(51)	9,705
– Art	278	(227)	51	–	–	–	–	–	–	–	–		278	(227)	51
Reinstatement, rehabilitation and restoration assets (refer Note 11):															
– Tip assets	12,423	(4,805)	7,618	377	–	–	(376)	–	(478)	–	–		12,799	(5,658)	7,141
Total infrastructure, property, plant and equipment	421,792	(203,382)	218,410	5,040	2,945	(133)	(7,147)	–	–	(190)	29,834		420,790	(172,033)	248,757

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

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C1-7 Infrastructure, property, plant and equipment (continued)**Accounting policy**

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

When infrastructure, property, plant and equipment are acquired by Council for nil or nominal consideration, the assets are initially recognised at their fair value at acquisition date.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	5 to 10	Playground equipment	5 to 15
Office furniture	10 to 20	Benches, seats etc.	10 to 20
Computer equipment	4		
Vehicles	5 to 8	Buildings	
Heavy plant/road making equipment	5 to 8	Buildings: masonry	50 to 100
Other plant and equipment	5 to 15	Buildings: other	20 to 40
Transportation assets		Other infrastructure assets	
Sealed roads: surface	20 to 35	Bulk earthworks	20
Sealed roads: structure	50	Swimming pools	50
Unsealed roads	25	Unsealed roads	20
Bridge: concrete	100	Other open space/recreational assets	20
Bridge: other	50	Other infrastructure	20
Road pavements	80		
Kerb, gutter and footpaths	80		
Stormwater assets			
Drains	80 to 100		
Culverts	50 to 80		
Flood control structures	80 to 100		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

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C2 Leasing activities**C2-1 Council as a lessor****Operating leases**

	2021	2020
	\$ '000	\$ '000

Operating lease expenses

Rental income	28	36
Total expenses relating to operating leases	28	36

Repairs and maintenance: investment property**(ii) Assets held as property, plant and equipment**

Council provides operating leases on Council buildings to community groups, the table below relates to operating leases on assets disclosed in C1-8.

Lease income (excluding variable lease payments not dependent on an index or rate)	300	212
Total income relating to operating leases for Council assets	300	212

(iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	-	155
1-2 years	-	50
Total undiscounted lease payments to be received	-	205

Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

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C3 Liabilities of Council**C3-1 Payables**

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Payables				
Goods and services – operating expenditure	1,705	–	1,356	–
Accrued expenses:				
– Borrowings	94	–	96	–
– Salaries and wages	410	–	335	–
– Other expenditure accruals	322	–	570	–
Security bonds, deposits and retentions	38	–	24	–
Prepaid rates	1,210	–	1,075	–
Total payables	3,779	–	3,456	–
Total payables	3,779	–	3,456	–

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Total payables relating to unrestricted assets	3,779	–	3,456	–
Total payables	3,779	–	3,456	–

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

	Notes	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	2,352	–	544	–
Total grants received in advance		2,352	–	544	–
Total contract liabilities		2,352	–	544	–

Notes

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

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C3-2 Contract Liabilities (continued)

Contract liabilities relating to restricted assets

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Externally restricted assets				
Unspent grants held as contract liabilities (excl. Water & Sewer)	2,352	—	544	—
Contract liabilities relating to externally restricted assets	2,352	—	544	—
Total contract liabilities relating to restricted assets	2,352	—	544	—
Total contract liabilities	2,352	—	544	—

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C3-2 Contract Liabilities (continued)**Revenue recognised that was included in the contract liability balance at the beginning of the period**

	2021 \$ '000	2020 \$ '000
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	544	406
Total revenue recognised that was included in the contract liability balance at the beginning of the period	544	406

Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Loans – secured ⁽¹⁾	1,443	19,794	535	11,957
Total borrowings	1,443	19,794	535	11,957

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 17.

Borrowings relating to restricted assets

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Total borrowings relating to unrestricted assets	1,443	19,794	535	11,957
Total borrowings	1,443	19,794	535	11,957

Current borrowings not anticipated to be settled within the next twelve months

The following borrowings, even though classified as current, are not expected to be settled in the next 12 months.

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C3-3 Borrowings (continued)

(a) Changes in liabilities arising from financing activities

	2020		Non-cash movements				2021
	Opening Balance \$ '000	Cash flows \$ '000	Acquisition \$ '000	Fair value changes \$ '000	Acquisition due to change in accounting policy \$ '000	Other non-cash movement \$ '000	Closing balance \$ '000
Loans – secured	12,492	(1,255)	10,000	–	–	–	21,237
Total liabilities from financing activities	12,492	(1,255)	10,000	–	–	–	21,237

	2019		Non-cash movements				2020
	Opening Balance \$ '000	Cash flows \$ '000	Acquisition \$ '000	Fair value changes \$ '000	Acquisition due to change in accounting policy \$ '000	Other non-cash movement \$ '000	Closing balance \$ '000
Loans – secured	13,092	(600)	–	–	–	–	12,492
Total liabilities from financing activities	13,092	(600)	–	–	–	–	12,492

(b) Financing arrangements

	2021 \$ '000	2020 \$ '000
Total facilities		
Credit cards/purchase cards	90	90
Loans – secured	21,237	12,492
Total financing arrangements	21,327	12,582
Drawn facilities		
– Credit cards/purchase cards	31	9
– Loans – secured	21,237	12,492
Total drawn financing arrangements	21,268	12,501
Undrawn facilities		
– Credit cards/purchase cards	59	81
Total undrawn financing arrangements	59	81

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

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C3-4 Employee benefit provisions

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Annual leave	1,569	–	1,449	–
Sick leave	142	–	117	–
Long service leave	2,404	221	2,269	193
Total employee benefit provisions	4,115	221	3,835	193
Total employee benefit provisions relating to unrestricted assets	4,115	221	3,835	193
Total employee benefit provisions	4,115	221	3,835	193

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C3-4 Employee benefit provisions (continued)**Current employee benefit provisions not anticipated to be settled within the next twelve months**

	2021 \$ '000	2020 \$ '000
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	2,616	2,404
	2,616	2,404

Description of and movements in provisions

	ELE provisions			Total \$ '000
	Annual leave \$ '000	Sick leave \$ '000	Long service leave \$ '000	
2021				
At beginning of year	1,449	117	2,462	4,028
Additional provisions	120	25	163	308
Total ELE provisions at end of year	1,569	142	2,625	4,336
2020				
At beginning of year	1,411	133	2,713	4,257
Additional provisions	38	(16)	(251)	(229)
Total ELE provisions at end of year	1,449	117	2,462	4,028

Accounting policy**Short-term obligations**

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

The obligations are presented as current liabilities in the Statement of Financial Position if the Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

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C3-5 Provisions

	2021 Current \$ '000	2021 Non-Current \$ '000	2020 Current \$ '000	2020 Non-Current \$ '000
Asset remediation/restoration:				
Asset remediation/restoration (future works)	–	9,386	–	9,071
Sub-total – asset remediation/restoration	–	9,386	–	9,071
Total provisions	–	9,386	–	9,071

Description of and movements in provisions

	Other provisions	
	Asset remediation \$ '000	Net carrying amount \$ '000
2021		
At beginning of year	9,071	9,071
Unwinding of discount	315	315
Total other provisions at end of year	9,386	9,386
2020		
At beginning of year	8,532	8,532
Unwinding of discount	163	163
Additional provisions	376	376
Total other provisions at end of year	9,071	9,071

Nature and purpose of provisions**Asset remediation**

Council has a legal/public obligation to make, restore, rehabilitate and reinstate the council tip and quarry.

Accounting policy

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

Asset remediation – tips and quarries**Restoration**

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

Rehabilitation

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each reporting date, and the cost is charged to the Income Statement.

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C3-5 Provisions (continued)

Provision is made for the estimated present value of the costs of environmental clean-up obligations outstanding at the reporting date. These costs are charged to the Income Statement. Movements in the environmental clean-up provisions are presented as an operating cost, except for the unwinding of the discount which is shown as a borrowing cost. Remediation procedures generally commence soon after the time the damage, remediation process, and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

Close-down and restoration costs are a normal consequence of tip and quarry operations, and the majority of close-down and restoration expenditure is incurred at the end of the life of the operations. Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

C4 Reserves

C4-1 Nature and purpose of reserves

Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

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D Council structure**D1 Interests in other entities**

	Council's share of net assets	
	2021	2020
	\$ '000	\$ '000
Council's share of net assets		
Net share of interests in joint ventures and associates using the equity method – assets		
Joint arrangements	1,144	1,359
Total net share of interests in joint ventures and associates using the equity method – assets	1,144	1,359
Total Council's share of net assets	1,144	1,359

D1-1 Interests in joint arrangements**Net carrying amounts – Council's share**

	2021	2020
	\$ '000	\$ '000
Far Southwest Joint Organisation	1,144	1,359
Total carrying amounts – material joint ventures	1,144	1,359

(i) Joint arrangements

The following information is provided for joint arrangements that are individually material to the Council. Included are the total amounts as per the joint venture financial statements, adjusted for fair-value adjustments at acquisition date and differences in accounting policies, rather than the Council's share.

Council is a member of the Far South West Joint Organisation (FSWJO) which includes Balranald Shire Council, Central Darling Shire Council, and Wentworth Shire Council. Details of Council's membership and participation are as follows:

Legal status of Joint Organisation

The Far South West Joint Organisation is a body corporate proclaimed under the Local Government Act 1993 (the Act) with the legal capacity and powers of an individual.

While the principal functions of the joint organisation are provided for in the Act and through this Charter, powers are also conferred on the joint organisation as a statutory corporation under section 50 of the Interpretation Act 1987. Other functions may be conferred on a joint organisation by legislation and may be delegated to a joint organisation by one or more member councils.

The FSWJO has the same year end date as the Council.

What the Joint Organisation does

The principal functions of Far South West Joint Organisation will be to:

- Establish strategic regional priorities for the joint organisation area and develop strategies and plans for delivering these priorities
- Provide regional leadership for the joint organisation area and to be an advocate for strategic regional priorities
- Identify and take up opportunities for intergovernmental cooperation on matters relating to the joint organisation area.

Joint Organisation participants

The percentage ownership interest held is equivalent to the percentage voting rights for all associates as follows: FSWJO comprises the Councils of the Shires of Central Darling, Wentworth, Balranald and the City of Broken Hill. The Board of the FSWJO comprises 4 voting members being the Mayors of the four member Councils, and non voting members being the General Managers of four member councils, as well as 2 appointed members from the State Government and Cabinet (non-voting).

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D1-1 Interests in joint arrangements (continued)**Council's powers of control or influence over the Joint Organisation**

Broken Hill City Council, as a member of the FSWJO, has a one quarter voting right in respect to the decisions of the Board.

Council's financial obligations to the Joint Organisation

In accordance with the Charter of the FSWJO the annual financial contribution required to be made by each Associate Member is to be based on a methodology adopted by the Board. The contribution made by Broken Hill City Council in 2018/2019 was nil.

Council's liability obligations in relation to the Joint Organisation

Members of the FSWJO are indemnified from liability for functions and duties carried out or omitted honestly, in good faith and with due care and diligence.

Liability for operational losses or winding up of the FSWJO

There are no liability issues identified for Council in the short to medium term.

(b) Summarised financial information for joint organisations

	Far Southwest Joint Organisation	
	2021	2020
	\$ '000	\$ '000
Statement of financial position		
Current assets		
Cash and cash equivalents	4,511	5,371
Other current assets	110	24
Non-current assets	–	35
Current liabilities		
Other current liabilities	60	(6)
Net assets	4,561	5,436
Share of income – Council (%)	25.0%	25.0%
Profit/(loss) – Council (\$)	(215)	(102)
Total comprehensive income – Council (\$)	(215)	(102)
Summarised Statement of cash flows		
Cash flows from operating activities	(893)	(406)
Cash flows from investing activities	33	(592)
Net increase (decrease) in cash and cash equivalents	(860)	(998)
Reconciliation of the carrying amount		
Opening net assets (1 July)	5,420	5,844
Profit/(loss) for the period	(859)	(408)
Closing net assets	4,561	5,436
Council's share of net assets (%)	25.0%	25.0%
Council's share of net assets (\$)	1,144	1,359

Accounting policy

The council has determined that it has only joint operations

Joint operations:

In relation to its joint operations, where the Council has the rights to the individual assets and obligations arising from the arrangement, the Council has recognised:

- its assets, including its share of any assets held jointly
- its liabilities, including its share of any liabilities incurred jointly
- its share of the revenue from the sale of the output by the joint operation

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Broken Hill City Council | Notes to the Financial Statements 30 June 2021

D1-1 Interests in joint arrangements (continued)

- its expenses, including its share of any expenses incurred jointly.

These figures are incorporated into the relevant line item in the primary statements.

E Risks and accounting uncertainties**E1-1 Risks relating to financial instruments held**

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

	Carrying value 2021 \$ '000	Carrying value 2020 \$ '000	Fair value 2021 \$ '000	Fair value 2020 \$ '000
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	25,747	13,527	25,747	13,527
Receivables	4,722	3,706	4,722	3,706
Investments				
– Debt securities at amortised cost	3,000	6,000	3,000	6,000
Total financial assets	33,469	23,233	33,469	23,233
Financial liabilities				
Payables	3,779	3,456	3,779	3,456
Loans/advances	21,237	12,492	21,237	12,492
Total financial liabilities	25,016	15,948	25,016	15,948

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed by Council and it's staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

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E1-1 Risks relating to financial instruments held (continued)

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

(a) Market risk – interest rate and price risk

	2021 \$ '000	2020 \$ '000
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	287	195

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile**Receivables – rates and annual charges**

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

	Not yet overdue \$ '000	< 1 year overdue \$ '000	1 - 2 years overdue \$ '000	2 - 5 years overdue \$ '000	> 5 years overdue \$ '000	Total \$ '000
2021						
Gross carrying amount	–	199	193	564	2,236	3,192
2020						
Gross carrying amount	–	161	163	460	2,064	2,848

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

	Not yet overdue \$ '000	0 - 30 days overdue \$ '000	31 - 60 days overdue \$ '000	61 - 90 days overdue \$ '000	> 91 days overdue \$ '000	Total \$ '000
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Broken Hill City Council | Notes to the Financial Statements 30 June 2021

E1-1 Risks relating to financial instruments held (continued)

	Not yet overdue \$ '000	0 - 30 days overdue \$ '000	31 - 60 days overdue \$ '000	61 - 90 days overdue \$ '000	> 91 days overdue \$ '000	Total \$ '000
2021						
Gross carrying amount	498	22	138	319	2,760	3,737
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	71.07%	52.49%
ECL provision	-	-	-	-	1,962	1,962
2020						
Gross carrying amount	539	(4)	3	13	701	1,252
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	22.54%	12.62%
ECL provision	-	-	-	-	158	158

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

	Weighted average interest rate %	Subject to no maturity \$ '000	payable in: ≤ 1 Year \$ '000	1 - 5 Years \$ '000	> 5 Years \$ '000	Total cash outflows \$ '000	Actual carrying values \$ '000
2021							
Trade/other payables	0.00%	38	2,531	-	-	2,569	2,569
Loans and advances	3.10%	-	1,817	8,337	18,558	28,712	21,237
Total financial liabilities		38	4,348	8,337	18,558	31,281	23,806
2020							
Trade/other payables	0.00%	24	2,357	-	-	2,381	2,381
Loans and advances	4.48%	-	1,101	4,061	12,945	18,107	12,492
Total financial liabilities		24	3,458	4,061	12,945	20,488	14,873

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

– Infrastructure, property, plant and equipment

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Fair value measurement hierarchy									
\$ '000	Notes	Date of latest valuation		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2021	2020	2021	2020	2021	2020	2021	2020
Infrastructure, property, plant and equipment	C1-7								
Operational land		30/06/20	30/06/20	692	972	2,370	2,180	3,062	3,152
Community land		30/06/20	30/06/20	–	–	1,916	1,916	1,916	1,916
Crown land		30/06/20	30/06/20	–	–	910	910	910	910
Buildings – non-specialised		30/06/20	30/06/20	–	–	46,635	46,802	46,635	46,802
Buildings – specialised		30/06/20	30/06/20	–	–	–	4,439	–	4,439
Other structures		30/06/20	30/06/20	–	–	9,438	4,357	9,438	4,357
Roads		30/06/20	30/06/20	–	–	126,329	125,671	126,329	125,671
Footpaths		30/06/20	30/06/20	–	–	7,130	7,282	7,130	7,282
Stormwater drainage		30/06/20	30/06/20	–	–	7,389	7,526	7,389	7,526
Swimming pools		30/06/20	30/06/20	–	–	–	15,017	–	15,017
Open spaces and other recreation		30/06/20	30/06/20	–	–	16,517	1,619	16,517	1,619
Art		30/06/21	30/06/17	8,742	2,852	–	6,853	8,742	9,705
Other		30/06/20	30/06/20	–	–	51	51	51	51
Tip remediation		30/06/20	30/06/20	–	–	6,911	7,141	6,911	7,141
Total infrastructure, property, plant and equipment				9,434	3,824	225,596	231,764	235,030	235,588

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Financial assets

Council has invested in financial assets including term deposits.

Council values these assets at fair value based on valuations provided at the end of each month and year end that are prepared by external industry experts in the finance field.

Although there are markets for these financial assets, they have been deemed by Council to be inactive and as such these assets have been classified as level 3. Valuation techniques remained the same for the reporting period.

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E2-1 Fair value measurement (continued)

Infrastructure, property, plant and equipment (IPPE)

Community land

Assets within the "Community Land" class are:

- Council owned land and
- Care Control Management land [Crown] of which Council derives current and future economic benefits arising from the use of the land asset.

Council's community land is valued on the Unimproved Capital Value (UCV), provided by the Valuer General.

Currently all Council assets in this asset class are based on UCV, however, should Council have an asset in future for which an UCV is not provided, the replacement cost will be used. Replacement cost will be based on average unit rates for similar properties, land use, dimensions, land size and shape, which are not considered observable based on market evidence, therefore, placing the whole asset class in Level 3. Valuation techniques remained the same for this reporting period.

Operational land

Council's operational land includes all of Council's land classified as operational land under Local Government Act 1993. Asset Val Pty Ltd revalued all Operational Land as at 30 June 2020.

Council's operational land is valued using a modelled market based valuation process.

The majority of land is subject to directly observable comparable local market evidence, hence these assets are considered level 2. However there is land that is not subject to directly observable local market evidence as well as, if Council obtains an asset in the future for which this valuation process is not available, the replacement cost will be used. Replacement cost will be based on average unit rates for similar properties, land use, dimensions, land size and shape, which are not considered observable based on market evidence, therefore, placing these assets in Level 3. Valuation techniques remained the same for this reporting period.

Stormwater drainage

The Stormwater Drainage asset class consists of Council's pits and Culverts. Assetval Pty Ltd completed the valuation of these assets using replacement cost approach and the last valuation was completed in June 2020.

Replacement costs (unit rates) and useful lives for Stormwater Drainage assets were determined through professional judgement on behalf of Australis, which incorporated standard unit rates applied to the dimensions of the asset and considered environmental factors based on asset location. Other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Other structure

Council's other structure assets comprise of fences, flagpoles, monuments and the like.

Council engaged Assetval Pty Ltd to value all buildings, structures and shelters in 2020.

The valuation methodology adopted was based on current replacement cost of the asset.

Replacement costs (unit rate) and useful lives of Council's other structure assets were determined using technical knowledge from council staff (engineers and asset management) and external valuers. Other significant inputs considered in the valuation of these assets are condition rating, remaining useful life, pattern of consumption, dimensions, components and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Buildings – non specialised and specialised

Council engaged Assetval Pty Ltd to value all buildings and shelters in 2020. The valuation methodology adopted was based on current replacement cost of the asset.

The valuation aspects are generally, but not limited to the location, size, condition, style and utility of the asset. Replacement cost, asset condition, remaining useful life and building components are some of the inputs used in fair value determination. Since most of these inputs require judgement and are unobservable, the asset class has been classified as Level 3. Valuation techniques remained the same for this reporting period.

Roads

Council's roads are componentised into the pavement, surface and formation and further separated into segments for inspection and valuation. The revaluation of road assets is undertaken annually.

The valuation, which is completed by Assetval Pty Ltd, was completed in June 2020.

The current replacement cost approach was adopted to value Council roads. The replacement costs (based on unit rates), useful lives and conditions were determined by technical information provided by Council's asset planners and professional judgement on behalf of Australis.

Some of the other significant inputs considered in the valuation of these assets are remaining useful life, dimensions, components, residual value and type of road.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

E2-1 Fair value measurement (continued)

Footpaths

Council's footpath register consists of all pedestrian walkways and cycleways within the Council area.

Assetval Pty Ltd completed the valuation of the Footpath assets in 2020.

Replacement costs (unit rates) and useful lives of Council's footpaths were determined using technical knowledge Australis's professional judgement. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, dimensions, components and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Open space / recreational assets

Council's recreational facilities includes assets within our sports fields and park locations. This includes but is not limited to, playing courts, playgrounds, and cricket nets. Assetval Pty Ltd was engaged in 2020 for the valuation of these assets. Replacement costs (unit rates) and useful lives of Council's recreational facilities were determined using technical knowledge from Council staff (engineers and asset management) and AVS's professional judgement. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Swimming pool

The swimming pool includes all assets located within the facility.

Assetval Pty Ltd valued the building components of the swimming pool in June 2020 as part of the building revaluation and other substantial components of the pool are valued using replacement cost method. Replacement costs were determined using square metre rates and other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, components, dimensions and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Plant and equipment, office equipment, and furniture and fittings

This asset category includes:

Plant & Equipment – Motor vehicles, trucks, mowers, buses, earthmoving equipment

Office Equipment – Computer equipment

Furniture & Fittings – Chairs, desks, cabinets, display systems

These assets are valued at cost in Council's books and reported at Fair value in the notes due to the nature of the items.

The cost of these assets are based on current invoices and contracts, which are based on observable inputs, however the remaining useful life and residual value is based on internal factors which are unobservable in the market therefore placing these assets in Level 3. Valuation techniques remained the same for this reporting period.

Library books and other assets

This asset category comprises of assets such as library books, journals, magazines, Cd's and Dvd's.

The library books are reported at Fair value in the notes however, due to the nature of these items they are valued at cost. There are no major variances between the fair value and carrying amount of these assets. The cost of these assets are based on current invoices and contracts, which are based on observable inputs, however the remaining useful life and residual value is based on internal factors which are unobservable in the market making it a Level 3 asset. Valuation techniques remain the same for this reporting period.

Artwork

Council engaged APV Valuers and Asset Management (AVS) to value all artwork in 2021.

This information was updated into Council's asset register.

The valuation was completed using the replacement cost approach and market value in accordance with AASB 116.

The replacement value for artworks was determined by the price at which the items could be purchased from a reputable dealer, gallery or retail outlet.

Where the fair value of an asset could not be determined by sale on the open market, a depreciable replacement cost has been adopted. Other significant inputs considered in the valuation are the condition of the asset, pattern of consumption and remaining useful life. This asset class is categorised as Level 2 & 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Tip remediation

Council operates a landfilling operation as well as a range of waste services, including recycled and reclaimed products. It has been recognised that there will be significant costs associated with the closure and post closure management of the landfill site. Closure of the landfill will involve a wide range of activities including preparation of a Landfill Closure and Management Plan, final capping of the landfill waste and site re-vegetation, decommissioning and removing infrastructure and equipment that will not be required post-closure, and fencing sensitive infrastructure.

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E2-1 Fair value measurement (continued)

The key unobservable inputs are the discount rate, cost escalation rate, actual timing of costs and future environmental management requirements. Geolyse Pty Ltd. were engaged in the 2018 financial year to perform a valuation of the estimated cost for the Tip Remediation based on current data and TIP consumption as at 30 June 2018.

Fair value measurements using significant unobservable inputs (level 3)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

	Crown Land		Operational Land		Community Land		Buildings non-specialised	
	2021	2020	2021	2020	2021	2020	2021	2020
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Opening balance	910	1,022	2,180	3,370	1,916	2,522	46,802	42,538
Total gains or losses for the period								
Recognised in other comprehensive income – revaluation surplus	–	(112)	–	(133)	–	(559)	–	5,028
Other movements								
Transfers from/(to) level 2 FV hierarchy	–	–	–	(972)	–	–	–	–
Transfers from/(to) another asset class	–	–	190	(169)	–	(4)	–	204
Purchases (GBV)	–	–	–	84	–	–	2,148	930
Disposals (WDV)	–	–	–	–	–	(43)	(24)	–
Depreciation and impairment	–	–	–	–	–	–	(2,291)	(1,898)
Closing balance	910	910	2,370	2,180	1,916	1,916	46,635	46,802

	Building specialised		Other structures		Roads		Footpaths	
	2021	2020	2021	2020	2021	2020	2021	2020
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Opening balance	4,439	2,565	4,357	3,417	125,671	103,895	7,282	6,522
Total gains or losses for the period								
Recognised in other comprehensive income – revaluation surplus	–	27	–	344	–	23,964	–	795
Other movements								
Transfers from/(to) another asset class	(4,439)	60	4,439	615	–	–	–	–
Purchases (GBV)	–	1,879	1,200	285	3,487	889	–	125
Disposals (WDV)	–	–	–	–	–	(83)	–	–
Depreciation and impairment	–	(92)	(558)	(304)	(2,829)	(2,994)	(152)	(160)
Closing balance	–	4,439	9,438	4,357	126,329	125,671	7,130	7,282

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E2-1 Fair value measurement (continued)

	Stormwater drainage		Swimming pools		Open space/other recreational assets		Art	
	2021	2020	2021	2020	2021	2020	2021	2020
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Opening balance	7,526	8,101	15,017	13,885	1,619	3,531	6,853	9,705
Total gains or losses for the period								
Recognised in other comprehensive income – revaluation surplus	–	(471)	–	1,124	–	(173)	(944)	–
Other movements								
Transfers from/(to) level 2 FV hierarchy	–	–	–	–	–	–	(5,889)	(2,852)
Transfers from/(to) another asset class	–	22	(15,017)	–	15,018	(1,740)	–	–
Purchases (GBV)	–	–	–	258	393	101	326	–
Disposals (WDV)	–	–	–	–	–	–	(346)	–
Depreciation and impairment	(137)	(126)	–	(250)	(513)	(100)	–	–
Closing balance	7,389	7,526	–	15,017	16,517	1,619	–	6,853

	Other		Tip remediation		Total	
	2021	2020	2021	2020	2021	2020
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Opening balance	51	51	7,141	7,618	231,764	208,742
Recognised in other comprehensive income – revaluation surplus	–	–	–	(376)	(944)	29,458
Transfers from/(to) level 2 FV hierarchy	–	–	–	–	(5,889)	(3,824)
Transfers from/(to) another asset class	–	–	–	(478)	191	(1,490)
Purchases (GBV)	–	–	–	377	7,554	4,928
Disposals (WDV)	–	–	–	–	(370)	(126)
Depreciation and impairment	–	–	(230)	–	(6,710)	(5,924)
Closing balance	51	51	6,911	7,141	225,596	231,764

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.

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E3-1 Contingencies (continued)

– The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 7% of salaries for the year ending 30 June 2021 (increasing to 7.5% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million for 1 July 2019 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2019. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2021 was \$ 151,981.26. The last valuation of the Scheme was performed by the Fund Actuary, Richard Boyfield FIAA on 30 June 2020.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2021 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,620.5	
Past Service Liabilities	2,445.6	107.2%
Vested Benefits	2,468.7	106.2%

* excluding member accounts and reserves in both assets and liabilities.

The share of any funding surplus/ deficit that is broadly attributed to Council is estimated to be 0.33% at 30 June 2021.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

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E3-1 Contingencies (continued)

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review, which will be a triennial actuarial investigation will be completed by December 2021

(ii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iii) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities**(i) Third party claims**

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

ASSETS NOT RECOGNISED**(i) Land under roads**

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

(ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

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E3-1 Contingencies (continued)

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

(iii) Refurbishment Project litigation

Litigation is ongoing for a compensation claim against the party (parties) involved with a refurbishment project. The Council are of the opinion that the compensation claim will be successful. The amount is not yet quantifiable.

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

	2021 \$ '000	2020 \$ '000
Compensation:		
Short-term benefits	1,104	1,016
Post-employment benefits	76	75
Other long-term benefits	78	20
Total	1,258	1,111

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

F1-2 Councillor and Mayoral fees and associated expenses

	2021 \$ '000	2020 \$ '000
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The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:

Mayoral fee	38	39
Councillors' fees	181	181
Total	219	220

F2 Other relationships**F2-1 Audit fees**

	2021 \$ '000	2020 \$ '000
--	-----------------	-----------------

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:**(i) Audit and other assurance services**

Audit and review of financial statements

Remuneration for audit and other assurance services	81	71
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Total Auditor-General remuneration**(i) Audit and other assurance services**

Internal Audit

Remuneration for audit and other assurance services	55	—
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Total audit fees	136	71
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Broken Hill City Council | Notes to the Financial Statements 30 June 2021

G Other matters**G1-1 Statement of Cash Flows information****Reconciliation of net operating result to cash provided from operating activities**

	2021 \$ '000	2020 \$ '000
Net operating result from Income Statement	2,659	(4,434)
Adjust for non-cash items:		
Depreciation and amortisation	7,904	7,147
Net losses/(gains) on disposal of assets	503	131
Adoption of AASB 15/1058	–	(1,368)
Unwinding of discount rates on reinstatement provisions	315	163
Share of net (profits)/losses of associates/joint ventures using the equity method	215	102
+/- Movement in operating assets and liabilities and other cash items:		
Decrease/(increase) in receivables	(2,860)	1,581
Increase/(decrease) in provision for impairment of receivables	1,813	10
Decrease/(increase) in inventories	(21)	10
Decrease/(increase) in other current assets	267	(122)
Increase/(decrease) in payables	349	(1,412)
Increase/(decrease) in accrued interest payable	(2)	(7)
Increase/(decrease) in other accrued expenses payable	(173)	158
Increase/(decrease) in other liabilities	149	924
Increase/(decrease) in contract liabilities	1,808	544
Increase/(decrease) in provision for employee benefits	308	(229)
Increase/(decrease) in other provisions	–	376
Net cash provided from/(used in) operating activities from the Statement of Cash Flows	13,234	3,574

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

G2-1 Commitments**Capital commitments (exclusive of GST)**

	2021 \$ '000	2020 \$ '000
--	-----------------	-----------------

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Property, plant and equipment

Infrastructure	34,630	6,621
Plant and equipment	3,380	940
Total commitments	38,010	7,561

These expenditures are payable as follows:

Within the next year	38,010	7,561
Total payable	38,010	7,561

Sources for funding of capital commitments:

Internally restricted reserves	38,010	7,561
Total sources of funding	38,010	7,561

G3-1 Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

G4 Changes from prior year statements**G4-1 Changes in accounting policy****Voluntary changes in accounting policies**

Council made no voluntary changes in any accounting policies during the year.

Changes in accounting policies due to adoption of new accounting standards (retrospective)

Council made no changes in accounting policies due to adoption of new accounting standards – retrospective

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

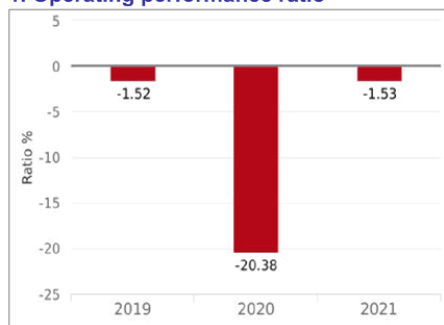
G5 Statement of performance measures**G5-1 Statement of performance measures – consolidated results**

\$ '000	Amounts 2021	Indicator 2021	Indicators 2020	Indicators 2019	Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(533)	(1.53)%	(20.38)%	(1.52)%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	34,849				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	28,078	72.44%	72.47%	77.55%	> 60.00%
Total continuing operating revenue ¹	38,759				
3. Unrestricted current ratio					
Current assets less all external restrictions	27,700	4.12x	3.62x	4.29x	> 1.50x
Current liabilities less specific purpose liabilities	6,721				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	8,329	3.76x	1.50x	5.11x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,213				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	3,677	16.35%	15.23%	12.47%	< 10.00%
Rates and annual charges collectable	22,483				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	28,747	12.27	7.48	8.49	> 3.00
Monthly payments from cash flow of operating and financing activities	2,343	mths	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

Broken Hill City Council | Notes to the Financial Statements 30 June 2021

H Additional Council disclosures (unaudited)**H1-1 Statement of performance measures – consolidated results (graphs)****1. Operating performance ratio****Purpose of operating performance ratio**

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2020/21 result

2020/21 ratio (1.53)%

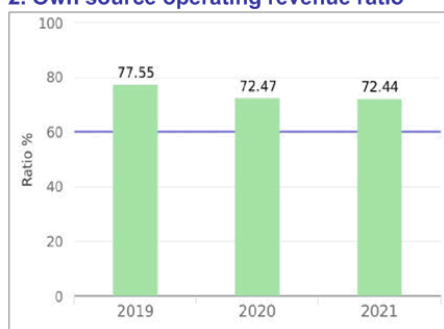
Council's operating performance improved in 2020-21 due to recovery from the effects of Covid19 restrictions in 2019-20 and insurance reimbursement for repairs to buildings damaged in the 2016 hailstorm.

Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio**Purpose of own source operating revenue ratio**

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2020/21 result

2020/21 ratio 72.44%

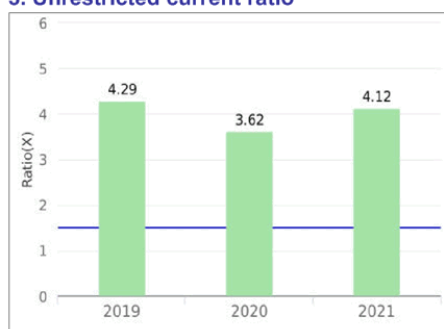
The own source operating revenue ratio is above the industry benchmark and indicates a stable revenue stream for Council. A focus to increase our user fees and charges in future will be required to maintain this benchmark.

Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio**Purpose of unrestricted current ratio**

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2020/21 result

2020/21 ratio 4.12x

The unrestricted current ratio is above the industry benchmark and indicates Council's ability to repay its current obligations. A balanced approach to cash flows in future years will be required to ensure the ratio is maintained whilst increasing the quantity of capital expenditure.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

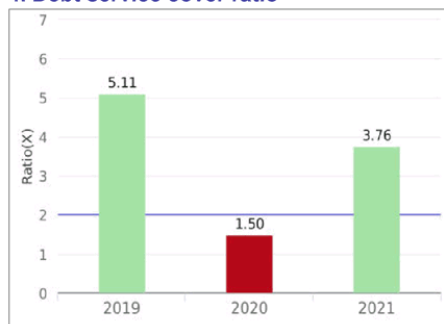
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Broken Hill City Council | Notes to the Financial Statements 30 June 2021

H1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2020/21 result

2020/21 ratio 3.76x

The ratio improved in 2021 as a result of recovery from the effects of Covid 19 restrictions and additional revenue from insurance reimbursement of the cost of repairs to buildings damaged in the 2016 hailstorm.

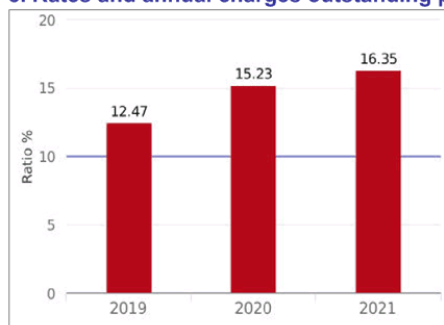
Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2020/21 result

2020/21 ratio 16.35%

Rates outstanding percentage increased by 1.26 percentage points in 2021. Reasons for the increase include suspension of debt recovery due to Covid-19 for part of the year, and ratepayers ability to pay during the pandemic. Council will work towards meeting the industry benchmark percentage through a focus on recovery actions and undertaking a sale of land for unpaid rates in future years.

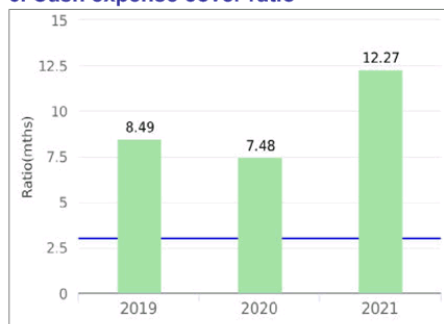
Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2020/21 result

2020/21 ratio 12.27 mths

This ratio is above the industry benchmark and shows Council has strong ability to pay for its immediate expenses. The ratio improved in 2021 as a result of recovery from the effects of Covid 19 restrictions and additional revenue from insurance reimbursement of the cost of repairs to buildings damaged in the 2016 hailstorm.

Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

H1-2 Council information and contact details

Principal place of business:

240 Blende st
Broken Hill
NSW 2880

Mailing Address:

PO Box 448
Broken Hill
NSW 2880

Telephone: 08 8080 3300

Facsimile: 08 8080 3424

Opening hours:

8:30am - 5:00pm
Monday to Friday

Internet: www.brokenhill.nsw.gv.au

Email: council@brokenhill.nsw.gv.au

Officers

General Manager
Jay Nankivell

Responsible Accounting Officer
Simon Brown

Public Officer
Razija Nu'Man

Auditors
Auditor General of NSW

Elected members

Mayor
Darriea Turley AM

Councillors

Marion Browne

Jim Nolan

Branko Licul

David Gallagher

Ron Page

Bob Algate

Tom Kennedy

Maureen Clark

Christine Adams

Other information

ABN: 84 873 116 132



INDEPENDENT AUDITOR'S REPORT
Report on the general purpose financial statements
Broken Hill City Council

To the Councillors of the Broken Hill City Council

Opinion

I have audited the accompanying financial statements of Broken Hill City Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2021, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Manuel Moncada
Delegate of the Auditor-General for New South Wales

21 October 2021
SYDNEY



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

Contact: Manuel Moncada
Phone no: 02 9275 7333
Our ref: D2121937/1701

21 October 2021

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2021
Broken Hill City Council**

I have audited the general purpose financial statements (GPFS) of the Broken Hill City Council (the Council) for the year ended 30 June 2021 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2021 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Operating result

	2021	2020	Variance
	\$m	\$m	%
Rates and annual charges revenue	19.0	18.5	↑ 2.7
Grants and contributions revenue	10.7	8.4	↑ 27.4
Operating result from continuing operations	2.7	(4.4)	↑ 161.4
Net operating result before capital grants and contributions	(1.3)	(6.1)	↑ 78.7

Council's operating result (\$2.7 million including the effect of depreciation and amortisation expense of \$7.9 million) was \$7.1 million higher than the 2019–20 result. This was mainly due to increased revenue including grants and contributions, and insurance recoveries.

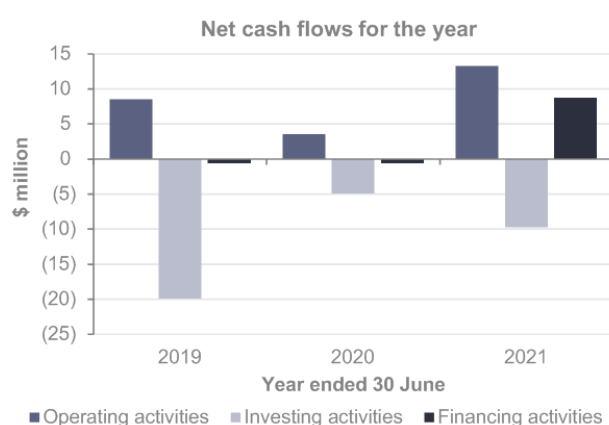
The net operating result before capital grants and contributions (a deficit of \$1.3 million) improved by \$4.8 million from the 2019–20 result. This was mainly due to increased revenue from rates, user charges and fees, interest, and insurance recoveries.

Rates and annual charges revenue (\$19 million) increased by \$0.5 million (2.7 per cent) in 2020–2021.

Grants and contributions revenue (\$10.7 million) increased by \$2.3 million (27.4 per cent) in 2020–2021 due to the recognition of additional funding for capital projects.

STATEMENT OF CASH FLOWS

- The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash increased by \$12.2 million to \$25.7 million at the close of the year.
- The increase is mainly due to the receipt of loan funds of \$10 million.



FINANCIAL POSITION

Cash and investments

Cash and investments	2021	2020	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	28.7	19.5	<ul style="list-style-type: none"> External restrictions include unspent specific purpose grants and domestic waste management charges, and royalties.
Restricted cash and investments:			<ul style="list-style-type: none"> Balances are internally restricted due to Council policy or decisions for forward plans including works program.
• External restrictions	5.4	4.6	
• Internal restrictions	22.8	11.8	

Debt

After repaying principal and interest of \$2.2 million and taking up new borrowings of \$10 million, total debt as at 30 June 2021 was \$12.5 million (2020: \$21.2 million).

PERFORMANCE

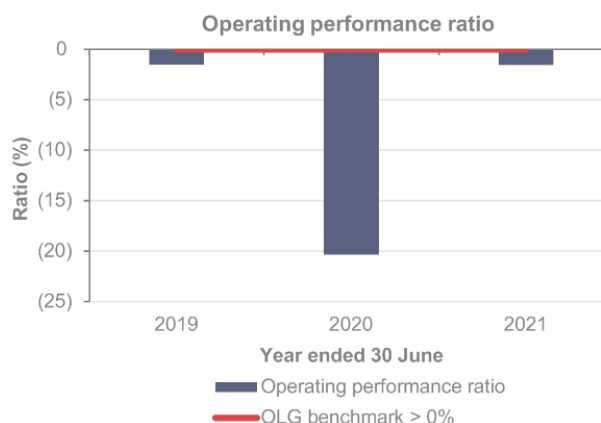
Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

Operating performance ratio

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

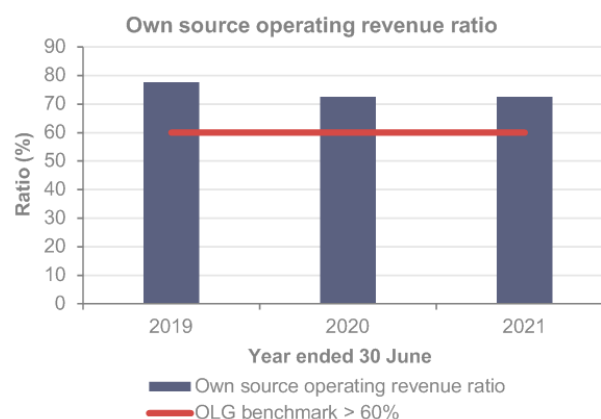
The Council did not meet the OLG benchmark for the current reporting period.



Own source operating revenue ratio

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

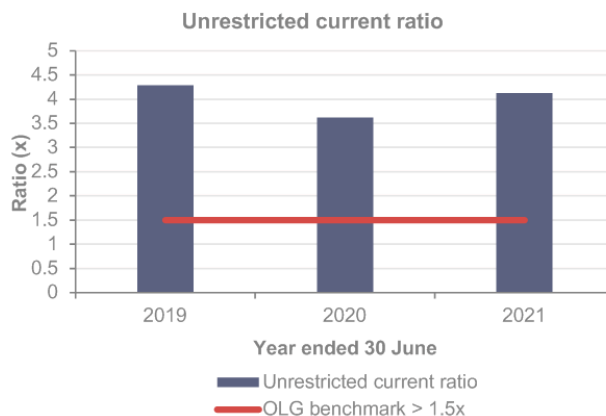
The Council exceeded the OLG benchmark for the current reporting period.



Unrestricted current ratio

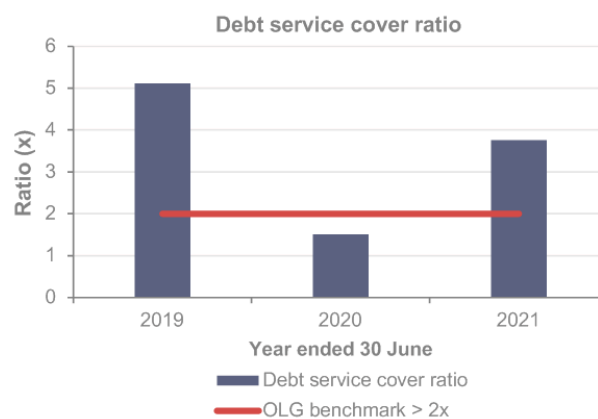
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

The Council exceeded the OLG benchmark for the current reporting period.

**Debt service cover ratio**

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

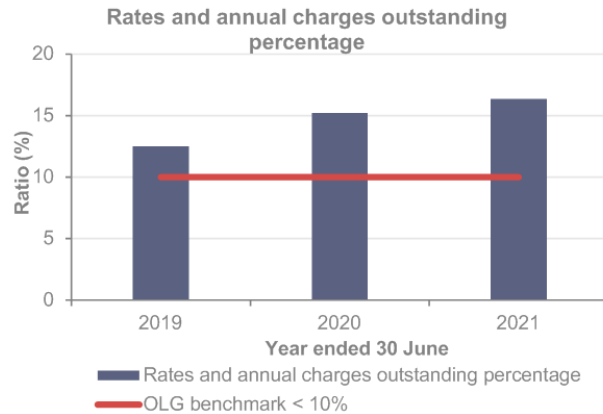
The Council exceeded the OLG benchmark for the current reporting period.



Rates and annual charges outstanding percentage

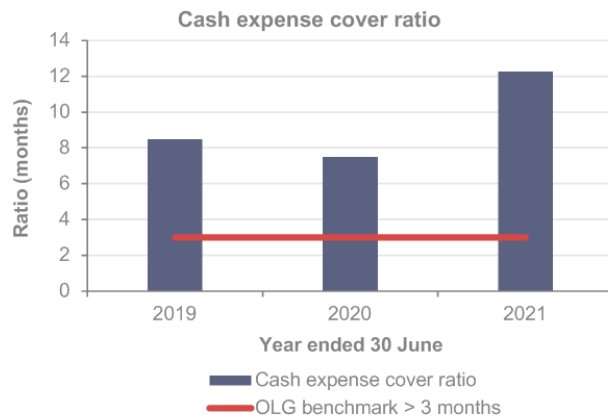
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

The Council did not meet the OLG benchmark for the current reporting period.

**Cash expense cover ratio**

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

The Council exceeded the OLG benchmark for the current reporting period.

**Infrastructure, property, plant and equipment renewals**

- Council's asset renewal additions for the year were \$12.9 million compared \$5 million for the prior year
- The level of asset renewals during the year represented 163 percent of the total depreciation expense (\$7.9 million) for the year.

OTHER MATTERS**Legislative compliance**

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

The Council's:

- accounting records were maintained in a manner and form that facilitated the preparation and the effective audit of the general purpose financial statements
- staff provided all accounting records and information relevant to the audit.



Manuel Moncada
Delegate of the Auditor-General for New South Wales

cc: Jay Nankivell, General Manager
Jim Mitchell, Chair of Audit, Risk and Improvement Committee
Jim Betts, Secretary of the Department of Planning, Industry and Environment

Broken Hill City Council

SPECIAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2021

*A vibrant, prosperous and culturally rich Heritage City
shared with visitors from around the world.*



Broken Hill City Council

Special Purpose Financial Statements

for the year ended 30 June 2021

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Statement by Councillors and Management	3
Special Purpose Financial Statements:	
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Income Statement of Civic Centre (Entertainment centre)	5
Income Statement of Commercial waste	6
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Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Broken Hill City Council | Special Purpose Financial Statements 2021

Broken Hill City Council

Special Purpose Financial Statements

for the year ended 30 June 2021

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

I, the undersigned, being a Councillor of Broken Hill City Council, do hereby certify that the financial statements of the Council for the year ended 30 June 2021, as presented to the Council, are true and correct in accordance with the provisions of the Local Government Act 1995 (NSW) and the Local Government Finance Regulations 2016 (NSW).

I, the undersigned, being a Councillor of Broken Hill City Council, do hereby certify that the financial statements of the Council for the year ended 30 June 2021, as presented to the Council, are true and correct in accordance with the provisions of the Local Government Act 1995 (NSW) and the Local Government Finance Regulations 2016 (NSW).

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Darriea Turley AM

Mayor

29 September 2021



Christine Adams

Councillor

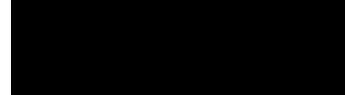
29 September 2021



Jay Nankivell

General Manager

29 September 2021



Simon Brown

Deputy General Manager

29 September 2021

Broken Hill City Council | Income Statement of Airport | For the year ended 30 June 2021

Broken Hill City Council

Income Statement of Airport
for the year ended 30 June 2021

	2021 Category 2 \$ '000	2020 Category 2 \$ '000
Income from continuing operations		
User charges	466	555
Total income from continuing operations	466	555
Expenses from continuing operations		
Employee benefits and on-costs	312	289
Materials and services	228	93
Depreciation, amortisation and impairment	484	220
Other expenses	2	90
Total expenses from continuing operations	1,026	692
Surplus (deficit) from continuing operations before capital amounts	(560)	(137)
Surplus (deficit) from continuing operations after capital amounts	(560)	(137)
Surplus (deficit) from all operations before tax	(560)	(137)
Surplus (deficit) after tax	(560)	(137)
Plus accumulated surplus	(2,590)	(819)
Add:		
– Subsidy paid/contribution to operations	(7)	(1,634)
Closing accumulated surplus	(3,157)	(2,590)
Return on capital %	(3.7)%	(0.9)%
Subsidy from Council	785	275

Broken Hill City Council | Income Statement of Civic Centre (Entertainment centre) | For the year ended 30 June 2021

Broken Hill City Council

Income Statement of Civic Centre (Entertainment centre)

for the year ended 30 June 2021

	2021 Category 2 \$ '000	2020 Category 2 \$ '000
Income from continuing operations		
User charges	185	120
Total income from continuing operations	185	120
Expenses from continuing operations		
Employee benefits and on-costs	164	166
Materials and services	59	61
Depreciation, amortisation and impairment	523	656
Other expenses	18	30
Total expenses from continuing operations	764	913
Surplus (deficit) from continuing operations before capital amounts	(579)	(793)
Surplus (deficit) from continuing operations after capital amounts	(579)	(793)
Surplus (deficit) from all operations before tax	(579)	(793)
Surplus (deficit) after tax	(579)	(793)
Plus accumulated surplus	15,146	15,164
Closing accumulated surplus	14,567	14,371
Return on capital %	(3.4)%	(4.7)%
Subsidy from Council	832	941

Broken Hill City Council | Income Statement of Commercial waste | For the year ended 30 June 2021

Broken Hill City Council

Income Statement of Commercial waste

for the year ended 30 June 2021

	2021 Category 2 \$ '000	2020 Category 2 \$ '000
Income from continuing operations		
User charges	1,438	1,220
Total income from continuing operations	1,438	1,220
Expenses from continuing operations		
Employee benefits and on-costs	630	322
Materials and services	130	82
Depreciation, amortisation and impairment	169	134
Other expenses	127	61
Total expenses from continuing operations	1,056	599
Surplus (deficit) from continuing operations before capital amounts	382	621
Surplus (deficit) from continuing operations after capital amounts	382	621
Surplus (deficit) from all operations before tax	382	621
Less: corporate taxation equivalent [based on result before capital]	(99)	(171)
Surplus (deficit) after tax	283	450
Plus accumulated surplus	1,068	468
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	99	171
Closing accumulated surplus	1,450	1,089
Return on capital %	13.4%	22.1%

Broken Hill City Council | Statement of Financial Position of Airport | For the year ended 30 June 2021

Broken Hill City Council

Statement of Financial Position of Airport

as at 30 June 2021

	2021 Category 2 \$ '000	2020 Category 2 \$ '000
ASSETS		
Non-current assets		
Infrastructure, property, plant and equipment	15,074	15,641
Total non-current assets	15,074	15,641
Total assets	15,074	15,641
Net assets	15,074	15,641
EQUITY		
Accumulated surplus	(3,157)	(2,590)
Revaluation reserves	18,231	18,231
Total equity	15,074	15,641

Broken Hill City Council | Statement of Financial Position of Civic Centre (Entertainment centre) | For the year ended 30 June 2021

Broken Hill City Council

Statement of Financial Position of Civic Centre (Entertainment centre)

as at 30 June 2021

	2021 Category 2 \$ '000	2020 Category 2 \$ '000
ASSETS		
Non-current assets		
Infrastructure, property, plant and equipment	16,969	16,773
Total non-current assets	16,969	16,773
Total assets	16,969	16,773
Net assets	16,969	16,773
EQUITY		
Accumulated surplus	14,567	14,371
Revaluation reserves	2,402	2,402
Total equity	16,969	16,773

Broken Hill City Council | Statement of Financial Position of Commercial waste | For the year ended 30 June 2021

Broken Hill City Council

Statement of Financial Position of Commercial waste

as at 30 June 2021

	2021 Category 2 \$ '000	2020 Category 2 \$ '000
ASSETS		
Current assets		
Receivables	329	70
Total current assets	329	70
Non-current assets		
Infrastructure, property, plant and equipment	2,849	2,804
Total non-current assets	2,849	2,804
Total assets	3,178	2,874
LIABILITIES		
Current liabilities		
Provisions	1,728	1,785
Total current liabilities	1,728	1,785
Total liabilities	1,728	1,785
Net assets	1,450	1,089
EQUITY		
Accumulated surplus	1,450	1,089
Total equity	1,450	1,089

Note – Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these Special Purpose Financial Statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these Special Purpose Financial Statements have been prepared in accordance with the Local Government Act 1993 (NSW), the *Local Government (General) Regulation 2005*, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

Nil

Category 2

(where gross operating turnover is less than \$2 million)

a. Civic Centre (Entertainment Centre)

Venue for the conduct of shows, festivals, civic activities & significant events

b. Broken Hill Airport

Facility for aircraft arrivals & departures, aircraft accommodation, workshop & associated activities.

c. Commercial Garbage Service

Garbage collection & disposal service provided to the business & commercial sector.

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

Note – Significant Accounting Policies (continued)

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – 26%

Land tax – the first \$692,000 of combined land values attracts 0%. For the combined land values in excess of \$692,001 up to \$4,231,000 the rate is 1.6% + \$100. For the remaining combined land value that exceeds \$4,231,000 a premium marginal rate of 2.0% applies.

Payroll tax – 5.45% on the value of taxable salaries and wages in excess of \$850,000.

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 26%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 26% is/ the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

continued on next page ...

Page 11 of 15

Broken Hill City Council | Special Purpose Financial Statements 2021

Note – Significant Accounting Policies (continued)

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 1.49% at 30/6/21.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Broken Hill City Council

To the Councillors of the Broken Hill City Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Broken Hill City Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2021, the Statement of Financial Position of each Declared Business Activity as at 30 June 2021 and the Significant accounting policies note.

The Declared Business Activities of the Council are:

- Civic Centre (Entertainment Centre)
- Airport
- Commercial Waste.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2021, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Significant accounting policies note and the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Significant accounting policies note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Significant accounting policies note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Manuel Moncada

Delegate of the Auditor-General for New South Wales

21 October 2021
SYDNEY

Broken Hill City Council

SPECIAL SCHEDULES
for the year ended 30 June 2021

*A vibrant, prosperous and culturally rich Heritage City
shared with visitors from around the world.*



Broken Hill City Council**Special Schedules**for the year ended 30 June 2021

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Report on infrastructure assets as at 30 June 2021	7

Broken Hill City Council | Permissible income for general rates | For the year ended 30 June 2021

Broken Hill City Council

Permissible income for general rates

	Notes	Calculation 2020/21 \$ '000	Calculation 2021/22 \$ '000
Notional general income calculation ¹			
Last year notional general income yield	a	15,799	16,269
Plus or minus adjustments ²	b	89	(14)
Notional general income	c = a + b	15,888	16,255
Permissible income calculation			
Special variation percentage ³	d	0.00%	0.00%
Or rate peg percentage	e	2.60%	2.00%
Or plus rate peg amount	i = e x (c + g)	413	325
Sub-total	k = (c + g + h + i + j)	16,301	16,580
Plus (or minus) last year's carry forward total	l	30	32
Sub-total	n = (l + m)	30	32
Total permissible income	o = k + n	16,331	16,612
Less notional general income yield	p	16,269	16,689
Catch-up or (excess) result	q = o - p	62	(77)
Plus income lost due to valuation objections claimed ⁴	r	—	2
Less unused catch-up ⁵	s	(30)	—
Carry forward to next year ⁶	t = q + r + s	32	(75)

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (3) The 'special variation percentage' is inclusive of the rate peg percentage and where applicable Crown land adjustment.
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (5) Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the *Local Government Act 1993*. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



Broken Hill City Council | Special Schedules 2021

INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Broken Hill City Council

To the Councillors of Broken Hill City Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Broken Hill City Council (the Council) for the year ending 30 June 2022.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2021'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Manuel Moncada

Delegate of the Auditor-General for New South Wales

21 October 2021
SYDNEY

Broken Hill City Council

Report on infrastructure assets as at 30 June 2021

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2020/21 Required maintenance ^a	2020/21 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Other structures	Other structures	2,689	2,689	663	—	9,438	25,192	46.0%	3.0%	13.0%	24.0%	14.0%
	Sub-total	2,689	2,689	663	—	9,438	25,192	46.0%	3.0%	13.0%	24.0%	14.0%
Roads	Sealed roads	819	819	1,564	1,964	93,120	146,205	24.0%	19.0%	55.0%	1.0%	1.0%
	Unsealed roads	—	—	28	—	2,072	2,628	45.0%	53.0%	2.0%	0.0%	0.0%
	Footpaths	—	—	92	199	7,130	12,227	1.0%	46.0%	53.0%	0.0%	0.0%
	Other road assets	489	489	542	468	31,137	50,643	11.0%	55.0%	23.0%	10.0%	1.0%
	Sub-total	1,308	1,308	2,226	2,631	133,459	211,703	19.8%	29.6%	46.6%	3.1%	0.9%
Stormwater drainage	Other	102	102	78	3	7,389	12,970	8.0%	61.0%	25.0%	6.0%	0.0%
	Sub-total	102	102	78	3	7,389	12,970	8.0%	61.0%	25.0%	6.0%	0.0%
Open space / recreational assets	Swimming pools	1,800	1,800	—	—	—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Other	—	—	1,499	1,683	16,517	23,614	23.0%	62.0%	4.0%	10.0%	1.0%
	Sub-total	1,800	1,800	1,499	1,683	16,517	23,614	23.0%	62.0%	4.0%	10.0%	1.0%
Total – all assets		17,535	17,535	6,379	5,673	213,438	374,170	22.0%	23.5%	40.5%	12.0%	2.1%

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Broken Hill City Council | Report on infrastructure assets as at 30 June 2021 | For the year ended 30 June 2021

Broken Hill City Council

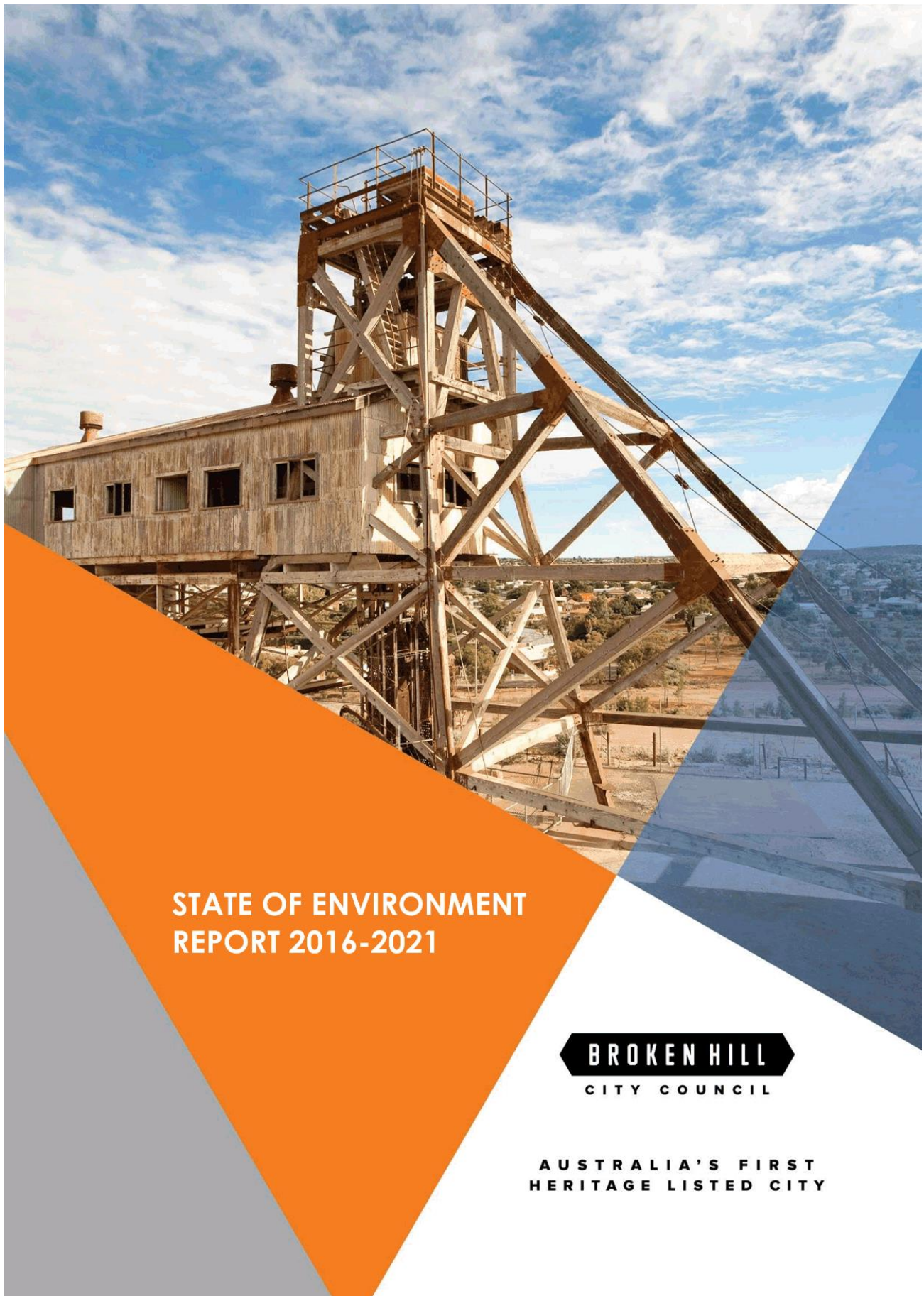
Report on infrastructure assets as at 30 June 2021

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2021	Indicator 2021	Indicators 2020	Indicators 2019	Benchmark
Buildings and infrastructure renewals ratio					
Asset renewals ¹	11,304	174.44%	41.44%	175.48%	>= 100.00%
Depreciation, amortisation and impairment	6,480				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	17,535	7.83%	7.74%	3.40%	< 2.00%
Net carrying amount of infrastructure assets	223,883				
Asset maintenance ratio					
Actual asset maintenance	5,673	88.93%	84.39%	107.81%	> 100.00%
Required asset maintenance	6,379				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	17,535	4.69%	4.63%	1.68%	
Gross replacement cost	374,170				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.



**STATE OF ENVIRONMENT
REPORT 2016-2021**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**



QUALITY CONTROL			
KEY DIRECTION	3 Our Environment		
OBJECTIVE	3.1 Our Environmental footprint is minimised		
STRATEGY	3.1.1 Review Waste Management Strategy and implement actions to reduce environmental footprint		
FUNCTION	Public Order		
FILE REFERENCE NUMBER	11/146	EDRMS NUMBER	D21/48781
RESPONSIBLE OFFICER	Manager Sustainability and Waste		
REVIEW DATE	2024		
DATE	ACTION	MINUTE No	
24 November 2021	Presented to Council	N/A	
NOTES	Images sourced from Council's Image Library © Copyright Broken Hill City Council 2016		
ASSOCIATED DOCUMENTS	Community Strategic Plan 2033 Annual Report 2020/2021		

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EXECUTIVE SUMMARY

STATE OF ENVIRONMENT REPORT

The State of Environment Report (SoE) is a report on the environmental issues relevant to the objectives established in Broken Hill City Council's (Council) Community Strategic Plan. The SoE is prepared in accordance with the Office of Local Government's Integrated Planning and Reporting Manual and the *Local Government Act 1993*, s428(2).

The report is included in Council's Annual Report in the year in which an ordinary election is held. The report is for the period 1 July 2016 to 30 June 2021.

BROKEN HILL COMMUNITY STRATEGIC PLAN 2033

During 2009 the Office of Local Government released the finalised guidelines and manual for the implementation of Integrated Planning and Reporting (IP&R). The purpose of the Framework is to ensure that councils remain effective, efficient and accountable to their community for the works and services they provide. The guidelines and manuals continually refer to councils being accountable to their community and to fully engage with their community in the development of plans and strategies.

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

The Broken Hill Community Strategic Plan 2033 is a document for the whole community that encompasses all aspects of life in the iconic City of Broken Hill and sets a vision for the future. The Plan acknowledges that not one party alone can make this happen. It takes a partnership to achieve this vision. Government, business and industry, community groups and individuals all have a role to play.

Key Directions taken from the Broken Hill 2033 Community Strategic Plan include:

KEY DIRECTION 1: OUR COMMUNITY

KEY DIRECTION 2: OUR ECONOMY

KEY DIRECTION 3: OUR ENVIRONMENT

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

KEY DIRECTION 4: OUR LEADERSHIP

The Plan outlines the social, economic, environmental, governance and leadership directions expressed by the Broken Hill community and includes:

- Objectives – where do we want to be?
- Strategies – how do we achieve this?
- Measures – how do we know we are heading in the right direction?
- Contributors – who has a role to play?

Taking action:

- Our Community Strategic Plan requires and deserves commitment and action from all our community. Therefore residents, government, business and community groups will all need to work with the Plan and take responsibility for key areas.

KEY DIRECTION 3: OUR ENVIRONMENT

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

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

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

This Key Direction relates to the conservation and preservation of the natural environment and greater reduction of the human impact on the surrounding environment to ensure a sustainable and healthy community.

It contains a number of strategies to better manage and use the natural resources within the Broken Hill region. Participants in Broken Hill 2033 Community Strategic Plan consultation activities in 2013, 2014 and 2017 expressed a number of significant aspirations for the future which are incorporated in this planning document.

During development of the Community Strategic Plan 2033, three objectives were identified as priorities and included as part of Key Direction 3: Our Environment:

- **Objective 3.1** – Our environmental footprint is minimised
- **Objective 3.2** – Natural flora and fauna environments are enhanced and protected
- **Objective 3.3** – Proactive and responsible planning supports the community and the environment

INTEGRATED PLANNING & REPORTING – LINKING THE PLANS

Measuring the **Community Strategic Plan** under the Framework; Council used the Community Strategic Plan to determine which goals and strategies could be implemented at a Local Government level.

These goals and strategies are included in a four year Council **Delivery Program**. Progress reports are provided to the Council with respect to the principal activities detailed in the Delivery Program, at least six monthly.

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

The **Operational Plan** is a plan which focuses on the short term. It provides a 1 year detailed plan of which activities and projects from the Delivery Program will be implemented.

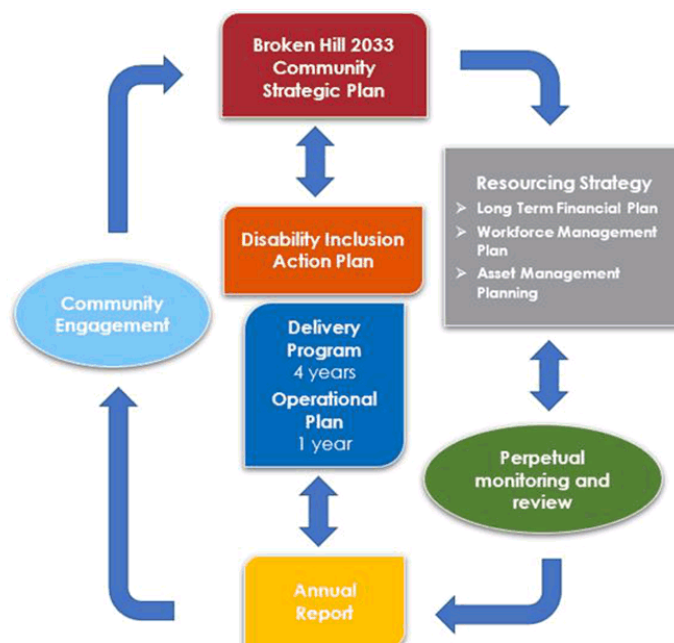
Each year, our success in achieving the goals and strategies set out in these plans are reported through Council's **Annual Report**. The **State of Environment Report** is a report that is required in the year in which an ordinary election is held and included in the Annual Report.

COMMUNITY ENGAGEMENT

Council undertook a series of engagement activities in the local community between March 2020 and July 2021, to gather information to inform the Community Strategic Plan - Your Broken Hill 2040.

This engagement included workshops, interviews, surveys and pop-up engagement sessions in busy areas of the City over the 15-month period. Engagement was undertaken prior to the implementation of public health measures related to the COVID-19 pandemic and post the first lockdown, to test the information gathered in the initial engagement period.

The community's attitudes about the environment had not changed in that time. The Broken Hill community prioritises the environment and understands the influence of a drying climate on the liveability of the City and residents' health and wellbeing, including physical, social and emotional. The community values the regeneration area that encircles the City and the need to maintain and support the natural environment contained within it and in the wider region.



Economically, the community identified the opportunities present in becoming a centre for recycling, green power generation and playing a part in leading environmental industrial developments.

The community identified the natural environment beyond the City bounds for eco-tourism opportunities, education and recreation (including bushwalking, hiking and mountain bike riding, bird and fauna watching) and the need to protect the environment so that benefits will flow back to the people of the region.

Additional education, training, career development and general knowledge about the environment and the opportunities present were identified as a need.

The community identified training and educational opportunities such as tertiary courses, permaculture opportunities, water saving measures.

Knowledge about how drought affects the land, water and air are important, as is networking with like-minded people to discuss and learn about environmental measures.

A smaller group of residents sought more information such as technical information and investment options for local solar farms and other power generation.

The protection of the environment and the enhancement of the greening of the City, aids in the liveability of the City and region and is also seen as an action to be highly prioritised to the community.

Preparation for the widespread use of electric cars and other developments is seen as a priority for the community, so that it can embrace change and also cater to our current and new markets of tourists.

The COVID-19 pandemic highlighted the value of comfortable outdoor spaces and the community saw value in enhancing our outdoor spaces, to ensure comfort and amenity for longer periods of the year.

Greening streets to enhance liveability creates enhanced opportunities to walk or cycle, rather than utilising private vehicles, which is also recognised as a primary objective for the community.

Overall, the care, protection, preservation and growth in areas influencing and utilising the environment are prioritised by the community of Broken Hill. This will be reflected in the Your Broken Hill 2040 CSP.



Image: Broken Hill City Council Community Engagement Day, 2020.

KEY DIRECTION 3: OUR ENVIRONMENT**CITIES POWER PARTNERSHIP**

In 2017, Broken Hill City Council became a Power Partner with [Cities Power Partnership](#). This partnership enables Council and the community to work in collaboration with other Councils and stakeholders, to investigate best practice, share opportunities and knowledge and ensure that a national asset is protected for generations to come.

Broken Hill City Council has committed to the following five Cities Power Partnership environmental pledge items:

- Renewable Energy Action
- Energy Efficiency Action
- Sustainable Transport Action
- Sustainable Transport
- Work Together and Influence

Pledge #1 Renewable Energy Action

- Investigate opportunities for Council buildings and facilities to achieve 100% renewable status – Install renewable energy (solar PV and battery storage) on council buildings for example childcare facilities, libraries, street lighting, recreation centres, sporting grounds, and council offices.

The adoption of Council's Sustainability Strategy set targets around Council's buildings being powered by renewables by 2023. Council has engaged a consultant who has prepared a Renewable Energy Action Plan that will seek to pursue that goal. Stage 1 of the Plan has been approved by Council and commenced in 2021. Council has also completed the design of its Cultural Precinct and Library & Archive project which will be underpinned by the construction of a sustainable new library and archive, powered by renewables complete with battery back-up. Link provided below.

<https://www.youtube.com/watch?v=dFJV4YQzPXI>

Pledge #2 Energy Efficiency Action

- Rollout LED street lighting with smart controls. Council is working with other southern Councils in NSW on the Southern Lights Project, to reduce energy usage and maintenance of its street lighting infrastructure with the introduction of LED street lighting with smart controls.

Public lighting can use a large proportion of a City's energy budget – roll out energy efficient lighting (particularly street lighting) across the municipality.

Roll out of the replacement of the City's entire street lighting network with LEDs and smart controllers, has commenced in partnership with Essential Energy. It is envisaged that the lighting network will be able to seamlessly integrate into Councils IoT platform, to allow even greater efficiencies in lighting to occur.

Pledge #3 Sustainable Transport Action

- Renew and improve our cycling, walking and mobility connections to reduce carbon emissions and increase our City's liveability - Providing for adequate cycle lanes (both space and connectivity) in road design and supporting cyclists through providing parking and end-of-ride facilities (covered, secure bike storage, showers, bicycle maintenance and incentives).

Council has produced and adopted a Cultural Framework for Broken Hill, that in part commences work towards this pledge in terms of the walkability of the City. Council has adopted the principles of a 2.5 minute and 5-minute walking radius within the CBD and is looking at how that can be implemented in terms of parking and encouraging the community to be more active. Council is also considering the CBD master planning exercise, that will seek to firm up other mobility and connectivity issues in the City, which includes cycling.

Pledge #4 Sustainable Transport

- Introduction of hybrid or electric vehicles to Council's fleet as part of fleet replacement - Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles.

Council has introduced one hybrid vehicle into its fleet as part of an initial trial and will seek to expand the hybrid fleet as vehicles come up for changeover. Council is also working closely with Electric Vehicle (EV) charging entities, to have a charger built in the City, from which council will then trial EVs as part of its fleet.

Pledge #5 Work Together and Influence

- Achieve 100% renewable status for the City of Broken Hill by 2030 - Set City-level renewable energy or emissions reduction targets and sustainable energy policies, to provide a common goal and shared expectations for residents and businesses.

The adoption of Council's Sustainability Strategy set targets around the City being powered by renewables by 2030. Council has adopted a Renewable Energy Action Plan and entered Stage 1 of the Plan implementation during 2021.

SUSTAINABILITY STRATEGY

Broken Hill City Council is committed to developing a sustainable and liveable City. As a result, Council faces a number of challenges within this space to ensure energy, procurement, carbon footprint, water, waste, environmental impacts and built environment are managed so future generations can enjoy the City in which we live in.

The Sustainability Strategy 2018-2023 provides a direction for Council to consider everything it does to work in a more sustainable way. It identifies 11 Sustainability Action Plans which include energy, water, waste, transport and the built environment. These action plans have been developed in line with the Sustainable Development Goals adopted by the United Nations as part of the 2030 Agenda for Sustainable Development.

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



1. Energy Efficiency Plan - Reduce energy use, costs and greenhouse gas emissions



2. Renewable Energy Plan - Produce energy from renewable sources to reduce costs and greenhouse gas emissions



3. Gas Consumption Plan - Reduce energy use, costs and greenhouse gas emissions



4. Transport Energy Plan - Reduce fuel consumption and promote active transport (reduce Greenhouse Gases)



5. Sustainable Procurement Plan - Use procurement to support positive environmental, social and economic outcomes



6. Carbon Emissions Plan - Measure and reduce greenhouse gas emissions



7. Water Plan - Reduce water use, costs and have a positive impact on liveability



8. Waste Plan - Reduce waste to landfill, increase recycling and re-use of resources



9. Plan for Minimising the Environmental Impacts of Mining - Improve the liveability of Broken Hill



10. Plan for Enhancing and Protecting the Natural Flora and Fauna - Improve the liveability of Broken Hill



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



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

<https://www.brokenhill.nsw.gov.au/Council/Other-strategies-documents/Sustainability-Strategy-2018-2023>

DECLARATION OF CLIMATE EMERGENCY

On 25 September 2019, Broken Hill City Council joined 55 other Local Governments in Australia, in declaring a climate emergency.

In becoming a signatory to the Paris Agreement, Australia agreed on the need limit global warming to 1.5°C above preindustrial levels. A climate emergency perspective acknowledges notes that immediate action is required, to reduce greenhouse gas emissions and a transition away from fossil fuels. By declaring a Climate Emergency, the Council is committing to accelerate our own level of response to climate change, as well as playing a key role in:

- Education on the climate emergency using existing or low cost communication channels, while building support for a broader climate emergency mobilisation at the state, national and international levels.
- Mitigation - reduce emissions and drawdown previous emissions.
- Build community resilience against some climate change impact.

At a local government level, in the latest Climate Change Adaptation survey, commissioned by NSW Office of Environment & Heritage and Local Government NSW, found that:

- The overwhelming majority (82 per cent) of local governments are currently experiencing impacts from climate change in their organisations, up from 59 per cent in 2015, with increasing awareness particularly at the executive levels of local government.
- Storms and flooding are still viewed as the most common climate impacts, while extreme heat and drought are described as having the most severe impacts.
- Concerns about impacts on assets and infrastructure, biodiversity and landscapes and general environmental health remain high, as are demands for emergency services, impacts on public safety and water supply/demand.
- Additional climate impacts have been identified in 2018; including urban heat effects, groundwater impacts, changed rainfall patterns (not drought), cold snaps (not long cold periods) and an increasing number of invasive species.
- Incorporation of climate change/adaptation measures into council operational plans has increased in recent years and prioritisation of climate adaptation activities has increased by in excess of 25 per cent since 2015.

Today there are 105 local governments in Australia that have made the declaration.

KEY DIRECTION 3: OUR ENVIRONMENT

OBJECTIVE 3.1 – OUR ENVIRONMENTAL FOOTPRINT IS MINIMISED

The strategies adopted in the Community Strategic Plan to meet Objective 3.1 – Our Environmental Footprint is Minimised are:

- 3.1.1 Reduce resource consumption and minimise waste**
- 3.1.2 Increase use and innovation of renewable resources and decrease the use of non-renewable resources**
- 3.1.3 Change consumer behaviour to reduce impacts on the environment without affecting quality of life**
- 3.1.4 Reuse and recycling of resources is embraced by the community**
- 3.1.5 Secure a permanent clean, reliable and sustainable water supply for the area**
- 3.1.6 Investigate and plan for the minimisation of environmental impacts associated with mining activity on the City**

Council and other key stakeholders have been involved in and undertaken a range of projects to address the strategies identified and work towards minimising of our environmental footprint.

3.1.1 Reduce resource consumption and minimise waste

Waste Collected at the Waste Management Facility

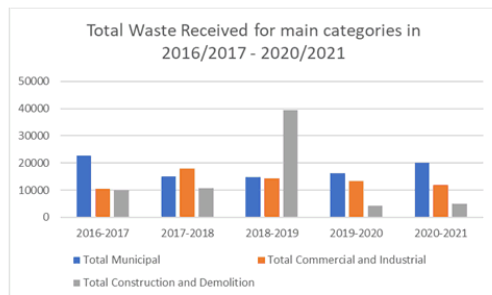
Total waste received at the Waste Management Facility remained relatively constant aside from the 2018-2019 reporting period averaging ~40,000 tonnes per year.

During the 2018/2019 period, construction and demolition waste increased nearly 400% from 10,727.69 tonnes to 39,529.58 tonnes.

This increase is attributed mainly to two major projects that occurred during this time - the demolition of the Far West Local Health District's Kincumber House and the construction of the Wentworth to Broken Hill pipeline.



Waste is divided into three main categories in Broken Hill - Municipal (households); Commercial and Industrial; and Construction and Demolition. Council services have also included Green Waste (both self-haulage and kerbside collection).



The last year of the previous reporting period, 2015/2016 was the first year that weighed data was collected with the installation of the weighbridge during this time. The software was upgraded in May 2021 to allow for greater accuracy of waste recording.

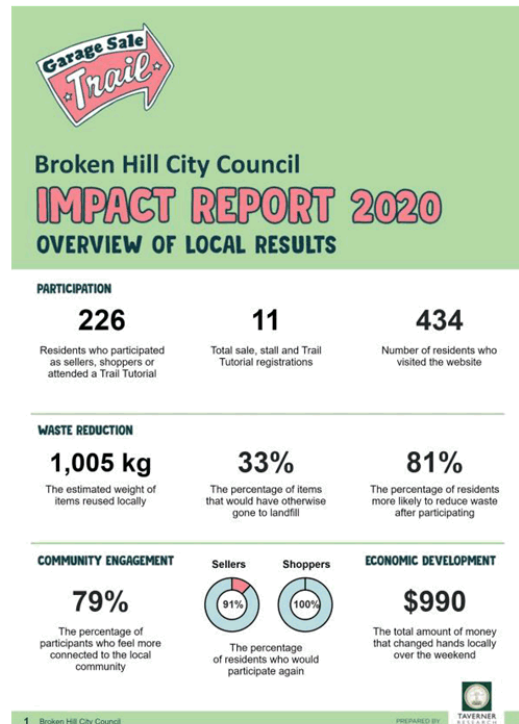
Waste Management Operational Improvement

A new Caterpillar 826K Landfill Compactor was acquired and began operating at the Waste Management Facility in October 2020.

In the first 7 months of operation, a noticeable improvement was made with the annual landfill survey identifying an additional 10,000m³ of available space at the Waste Management Facility and therefore potentially significantly increasing the life of the Facility.

Waste Reduction Campaigns

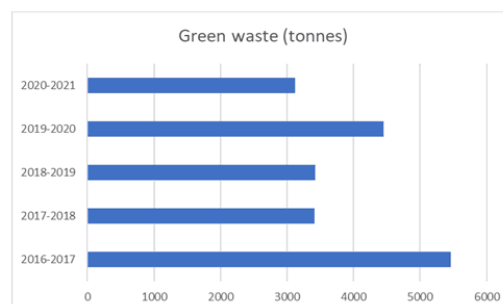
Waste Reduction Projects were carried out during the term which included the annual Household Chemical Cleanout, Waste Reduction Media Campaign in partnership with NetWaste, Recycle Right Competition, the Garage Sale Trail, Waste to Art and Clean Up Australia Day.



Green Waste

Green Waste is collected at the Waste Management Facility by either self-haulage or through the Garden Organics Kerbside Collection.

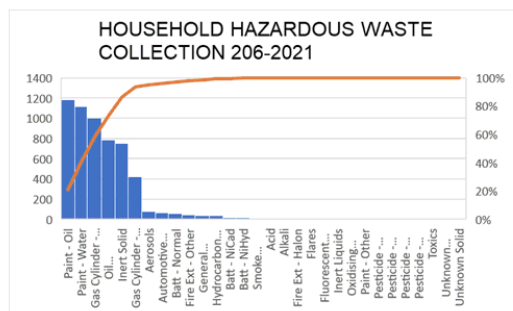
Green Waste is processed on site through contract shredding and either used as cover around the facility or stockpiled on site. A quantity of green waste is sent to landfill when contamination levels are too high.



Household Hazardous Waste Collections

Council participates in Household Hazardous Waste (HHW) collections, in partnership with NetWaste and the EPA. This incorporates a range of items and includes paints, fire extinguishers, gas bottles, florescence globes, batteries and aerosols. Residents can deposit these items at the Waste Management Facility fee free. This annual collection is partially funded by the NSW EPA and allows councils to collect hazardous items from households for reprocessing and recycling.

Since 2016, A total of 5,2136.25kg of HHW has been collected and exported from site.

**Household Chemical Collection Campaign**

The Council participated in a Household Chemical Collection campaign for the first time in 2021, with a total of 1,497kgs of household chemical collected.



Image: Household Chemical Cleanout community collection campaign.

Smart Bins

A roll out of 'smart bins' in the City's Central Business District commenced in 2019 and was completed in the 2020.

Smart bins operate on solar power and feature a compacting mechanism to allow the bins to hold up to sixteen times more waste than our standard bins.

The bins feature a cleaner and more hygienic enclosed design, a router to boost the City's free Wi-Fi network, a built-in extinguisher for bin fires and sensors to alert Council staff if a bin is full or emitting unpleasant odours.

Being enclosed and through the compaction mechanism, the smart bins also result in a significant decrease in wind-blown litter around the City.

A total of 29 Smart Bins were installed within the Central Business District and outlying areas.



Image: 'Big Belly' smart bin

3.1.2 Increase use and innovation of renewable resources and decrease the use of non-renewable resources**Renewable Energy Action Plan**

During 2020, the Broken Hill City Council Renewable Energy Action Plan (REAP), was prepared by Constructive Energy Pty Ltd in consultation with the Environmental Key Working Group, to examine the options available to the Council on achieving 100% renewable status.

The REAP was developed to support the Council's Sustainability Strategy 2018 – 2023, the 11 action plans within that strategy, the five Cities Power Partnership pledge items including energy efficiency, renewable energy, sustainable transport, working together and the Climate Emergency Declaration, adopted September 2019.

The REAP addresses the Council's pledges to investigate opportunities for Council buildings and facilities to achieve 100% renewable status, ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles and set City-level renewable energy or emissions reduction targets and sustainable energy policies, to provide a common goal and shared expectations for residents and businesses.

The REAP presents renewable energy options that will enable Council to achieve its pledge to achieve 100% renewable status for the City of Broken Hill by 2030.

The Plan outlined priority renewable energy options including energy efficiency measures, smart metering and load control, solar (medium scale solar arrays and distributed solar installation), Council as an energy generator/retailer, energy storage, retail arrangements, transport and plant; and other renewable energy options such as pumped hydro, wind, virtual power plants, bioenergy, microgrids etc.

Three potential pathways were identified as potential preferred options to achieve net zero emissions on Council assets by 2023 and within the City of Broken Hill by 2030. The identified pathways include:

1. mid-scale array;
2. distributed energy and community program; or
3. wait for a 3rd party to de-carbonise the local grid

Following an initial review of the REAP and in consultation between Constructive Energy and the Key Working Group, it was recommended to adopt the mid-scale array option in conjunction with improved energy monitoring and control.

This pathway to 100% renewable was recommended, as it will provide an integrated approach to energy management. Energy monitoring and control will provide visibility on consumption patterns within Council's infrastructure, optimise energy use and provide cost savings to Council. A mid-scale array is recommended as a Council owned and controlled asset, it has the potential to generate both energy for self-consumption and a revenue stream to off-set unavoidable consumption costs such as street lighting.

The REAP additionally outlines a potential roadmap for Council to adopt to achieve the objectives of this Plan.

The Renewable Energy Action Plan creates a blueprint for Broken Hill, to use to map the course of our own history, as an innovative and adaptive City.

Council plans to see all of its own buildings and ancillary operations powered by renewables by 2023 and the broader City by 2030 – meaning that the costs of electricity may very well be neutralised.

The Renewable Energy Action Plan was presented to Council and the community in late 2020 for consultation and feedback; and adopted in early 2021 as the road map forward.

Energy Efficiency Action

The roll out energy efficient lighting (particularly street lighting) across the municipality continued throughout the reporting period. Council worked in collaboration with other southern Councils in NSW on the Southern Lights Project, to reduce energy usage and maintenance of its street lighting infrastructure, with the introduction of LED street lighting with smart controls. A joint project between Essential Energy and Council saw Council purchase new LED light fixtures and Essential Energy completing installation.

What is Council's Energy Consumption?

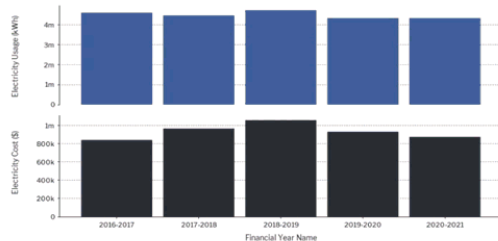
Council monitors its energy consumption through the subscription service, Azility (rebranded from Planet Footprint 2019).

During the 2012-2016 reporting period, Council undertook a major LED lighting project to assist in reducing energy costs. This included the removal of 770 lights and the installation of 446 new LED lights across four buildings - Administration Centre (first floor only), Visitors Information Centre, Broken Hill Regional Art Gallery and the Broken Hill Regional Airport.

Since the installation of the LED lighting in May 2014, the following reductions have been experienced:

- Energy Usage (GJ) -17%
- Energy Costs (\$) - 29%
- Energy Costs per GJ (\$) -11%
- Electricity Usage (kWha) -18%
- Electricity Costs -27%

Energy Costs and Consumption (kWh)



Sustainable Transport Action

Sustainable Transport Action provides for adequate cycle lanes (both space and connectivity) in road design and supporting cyclists through providing parking and end-of-ride facilities (covered, secure bike storage, showers, bicycle maintenance and incentives).

The Council's Power City Partnership pledge to renew and improve our cycling, walking and mobility connections, will reduce carbon emissions and increase our City's liveability.

The Active Transport Plan was developed by Council includes bicycle, walking and mobility paths. In 2020, Council approved \$14M over the next 10 years towards prioritised actions in Active Transport Plan.

AGL Solar Farm – Supporting Renewable Energy

Identified as having one of the highest levels of solar radiation in NSW, Broken Hill was one of two locations selected for a 53 MW solar photovoltaic (PV) power plant delivered by AGL in 2015.

This project was jointly funded by the Australian Renewable Energy Agency (ARENA) and the NSW Government, with \$166.7 million and \$64.9 million in funding provided respectively.

The Broken Hill Solar Plant generates approximately 126,000 megawatt hours (MWh) of clean, renewable electricity each year, which is enough electricity to meet the needs of approximately 22,000 average Australian homes.

The solar plant reduces greenhouse gas (GHG) emissions by over 103,710 tonnes of CO₂ equivalent per annum, assuming a rate of 0.84 tonnes per MWh of electricity. This is roughly equivalent to removing approximately 29,000 cars from the road. Particulate and heavy metal emissions will also be reduced.

Source: <https://www.agl.com.au/about-agl/how-we-source-energy/broken-hill-solar-plant>



Image: Broken Hill Solar Plant.

Source: <https://www.agl.com.au/about-agl/how-we-source-energy/broken-hill-solar-plant>

Reducing Landfill - Reusable Bags and Keep Cups

During 2018, Council introduced reusable coffee cups as an initiative to reduce landfill. Through media releases and social media posts, Council encouraged the community to help the environment, reduce landfill and save money every time they have a coffee, by purchasing a Broken Hill KeepCup.

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

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

To date, nearly 700 shopping bags and 400 keep cups have been distributed.



Image: Councillors Maureen Clark and Marion Browne

April 2019 with Council's reusable shopping bags. Source: <https://www.facebook.com/13511665329221/photos/pb.10064317542525-2207520000..2581154211958774/?type=3>

3.1.3 Change consumer behaviour to reduce impacts on the environment without affecting quality of life

WASTE MANAGEMENT FACILITY UPGRADES

New Weighbridge Software

Installation and go-live of new weighbridge software, 'Clearweigh' completed in the week commencing 12 April 2021. The new software will enable greater accuracy and reporting of waste streams, to assist in future waste management improvements.

Waste Transfer Station

The Waste Transfer Station opened in February 2020, to improve recycling opportunities, reduce waste to landfill and reduce windblown litter.

Residents are encouraged to sort their waste prior to visiting to the Waste Management Facility, to utilise recycling opportunities and assist in reducing the amount of waste heading to landfill.

The Waste Transfer Station also encourages residents to recycle and rethink waste and removes the indiscriminate 'tipping' of waste.

The Waste Transfer Station creates a more user-friendly facility, provides easy access for vehicles to utilise sealed roads and provides a clean and tidy space to easily dispose of waste.



Image: New Waste Transfer Station funded with the assistance of the NSW Government's Waste Less Recycle More

3.1.4 Reuse and recycling of resources is embraced by the community

WASTE RECYCLING

Low recycling figures continue in Broken Hill and will remain low, while recycling is dependent on residents and businesses delivering their own recycling to the Waste Management Facility.

In 2021, NSW Government released the NSW Waste and Sustainable Materials Strategy 2041. The Strategy sets the following targets for waste reduction:

- Reduce total waste generated by 10% per person by 2030.
- Have an 80% average recovery rate from all waste streams by 2030.
- Significantly increase the use of recycled content by governments and industry.
- Phase out problematic and unnecessary plastics by 2025.
- Halve the amount of organic waste sent to landfill by 2030.

Community Recycling Centre

A Community Recycling Centre (CRC) was constructed at the Broken Hill Waste Management Facility. The CRC was funded with a grant of \$112,000 from the NSW Environment Protection Authority (EPA) Waste Less, Recycle More initiative and supported by the NSW Environmental Trust.

The CRC collects household hazardous wastes, including gas bottles, fire extinguishers, paint, fluorescent globes and tubes, car batteries, household batteries, motor and other oils and smoke detectors.

An additional mobile CRC cabinet was placed in the Broken Hill City Library at the beginning of 2020, to provide an accessible drop off point for household hazardous wastes.



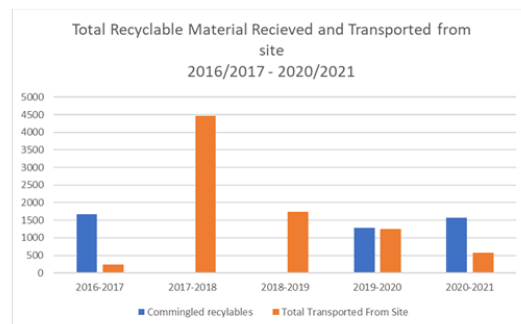
Image: Mobile Community Recycling Cabinet in place at the Library

Community Recycling

The Community Recycling Centre (CRC) continued to improve the recycling capability of the facility, with commingled recyclables increasing during the term.

The additional, mobile CRC installed in the Broken Hill City Library at the beginning of 2020, allowed for greater accessibility to recycling of household problem items.

A total of 1,575 tonnes of comingled recyclables was received in 2020/21, an increase of 23% from the 2019/200 reporting year.



The table above shows the comparison between comingled recyclables and material that is transported from site to be recycled.

The majority of transported material is made up of ferrous (iron or steel) which is not recorded under recyclable material received.

The spike in 2017/2018 reflects the number of roof replacement that occurred during this period, as a direct result of the 2016 hailstorm.

In the 2020/2021 reporting period, COVID-19 restrictions limited the collection of materials, significantly reducing the amount of material transported from site.

Improving Broken Hill's recycling rates will require a shift in the culture of Broken Hill for waste management and will include further upgrades and changes to the Waste Management Facility to increase recycling and separation opportunities.

3.1.5 Secure a permanent clean, reliable and sustainable water supply for the area

Wentworth to Broken Hill Pipeline

The 270km Wentworth to Broken Hill Pipeline (W2BH) commenced construction in January 2018 and was completed at the end of the same year. The pipeline supplies 37.4 megalitres of raw water per day from the Murray River to Broken Hill. The pipeline infrastructure contains a 720 megalitre bulk water storage facility and four pumping stations along the route.

Council regularly met and corresponded with Water NSW and contractors on the progression of the pipeline and raising any matters of concern on community safety, communication to the community, loss of vegetation in the Albert Morris Regeneration Area, loss of trees in road verge/nature strips, road reinstatement requirements, soil management and contamination management.

Essential Water – Catchment Management

Essential Water is the water business of Essential Energy, a water retailer and distributor with a 10GL water extraction license from the Darling River. Essential Water services 10,500 water services customers in Broken Hill, Menindee, Sunset Strip and Silverton and 9,500 sewerage services customers in Broken Hill.

Essential Water also operates and maintains three storages: Stephens Creek Reservoir, Umberumberka Reservoir and Imperial Lake Dam. Non-potable water is also supplied to: mines, parks and ovals, rural users along the Menindee to Broken Hill pipeline and Umberumberka to Broken Hill pipeline for stock and domestic purposes.

Essential Water – Water Quality Monitoring

Essential Water is committed to providing safe, secure, reliable and high quality water to their customers and the community. Essential Water has a comprehensive water sampling and quality control regime, that includes testing for over 70 water quality parameters, from 38 locations throughout the supply and distribution network. Water samples are analysed by an independent National Association of Testing Authority, Australia (NATA) accredited laboratory.

Full report details are available on Essential Water's website:

<http://www.essentialwater.com.au/content/water-quality-reports>.

3.1.6 Investigate and plan for the minimisation of environmental impacts associated with mining activity on the City

BROKEN HILL ENVIRONMENTAL LEAD PROGRAM

Background

On 13 February 2015, the NSW Government allocated more than \$13 million, over the 5 years from 1 July 2015 to 30 June 2020, to address the issue of lead exposure in Broken Hill and ongoing detection of elevated blood lead levels in local children.

The funding established the Broken Hill Environmental Lead Program (BHELP), with the aim of developing sustainable solutions to ensure children aged 0-4 meet the National Health & Medical Research Council (NHMRC) guidelines, for blood lead levels into the future. The program has a focus on Aboriginal children, who have been shown to have higher incidences of elevated blood lead levels.

Engaging and partnering with key local stakeholders and the community is key for the program's success and several Memorandum of Understandings (MoU) have been established with the NSW Health Far West Local Health District (FWLHD), Council and Maari Ma Health Aboriginal Corporation (Maari Ma).

The funding partnership with FWLHD saw enhancements to the Child & Family Health's existing program of blood lead testing, monitoring and home assessment and a research project, led by the University of Sydney's University Department of Rural Health (UDRH), to identify risk factors influencing elevated blood lead levels in Broken Hill.

The MoU with Maari Ma has resulted in the home assessment program, targeted at all Aboriginal children under the age of five. As part of their home assessments, both Maari Ma and Child & Family Health have been using an X-ray Fluorescence (XRF) Machine, funded under the program, to instantaneously detect lead levels in soil, dust and paint. This means action can be taken sooner to reduce children's exposure to lead in their home.

Memorandum of Understanding (MoU) - Broken Hill Environmental Lead Program

In May 2016, the Broken Hill Environmental Lead Program (BHELP) commenced a formal partnership with Council, with the signing of a MoU, outlining a number of lead remediation projects over the 4 years to June 2020.

The projects are aimed at managing and minimising exposure to lead in the local environment and addressing blood lead levels, particularly in children. These include:

- **Joint co-ordination of the management of lead contaminated public land.**

This includes Council remediation of lead contaminated public land in accordance with an annual work plan. The annual work plan has been developed on a priority based system, focusing on projects identified by the BHELP Steering Committee, requiring remediation to effectively manage exposure to lead on public sites/land.

Since 2015, over 20 hectares of public land have been remediated through the partnership between Council and BHELP under the MoU. This equates to an area over 40 football ovals and includes parks, ovals, sporting grounds and playgrounds.

The aim is to deliver targeted, cost-effective and sustainable lead remediation works based on research and monitoring and risk assessments, to remove or mitigate lead exposure and provide a safer environment for local children and the community into the future.

During 2020-2021, a major project was completed to reduce airborne lead contaminated dust and access to soils with high lead levels, on over two hectares of public land in the vicinity of South Road, Block 10 and the RSPCA. The project involved clearing the area, filling and compacting soil with road base and capping with a rock mulch layer.

- **Ongoing annual maintenance of Council parks and playground equipment.**

High pressure cleaning of playground equipment and surrounding surfaces continued weekly at Sturt Park and Duff Street Park. Facilities and signage are regularly inspected and maintained at Duff, Sturt and AJ Keast Parks, to ensure that children can wash their hands after playing and before eating. Bare surfaces at local parks and playgrounds were also tested regularly for lead levels and will be remediated with appropriate ground covers where necessary.

- **Modification and scheduling of a new street sweeper**

The Council's street sweeper increased its sweeping schedule to give priority to local streets with known high lead levels in storm water sediment /runoff. The street sweeper was fitted with a dust control system to keep lead dust generated by sweeping activities to a minimum and to avoid recontamination of previously lead-remediated sites.

- **Education**

BHELP continued to collaborate with key stakeholders in the development of community-wide and targeted programs, interventions and initiatives to generate awareness and knowledge of the key LeadSmart behaviours, that people should adopt in their everyday life, to help keep themselves and other safe from lead harm.

Source: https://leadsmart.nsw.gov.au/wp-content/uploads/2021/05/BHELP-2019-20-Annual-Report_FINAL.pdf

Broken Hill Lead Reference Group

The Broken Hill Lead Reference Group (BHLRG) is facilitated by Council. The group consists of representatives from a range of organisations and industries, including community representation.

Representatives include:

- Broken Hill City Council (Council)
- Broken Hill Environmental Lead Program
- Far West Local Health District
- Broken Hill University Department of Rural Health
- CBH Resources
- Perilya Limited
- Department of Industry
- Compass Housing Services
- NSW Environment Protection Authority (EPA)
- Western NSW Primary Health Network (WNSW PHN)
- Essential Energy (Essential Water)
- Local Member (MP)
- Community Representatives (2)
- Maari Ma Health
- Educational Institutions

The group was reformed in 2007/08 due to community concerns about falling participation levels in blood lead monitoring and aims to provide a coordinated whole of community approach to the management of environmental lead in Broken Hill.

The role of the group was modified following the funding of the Broken Hill Environmental Lead Program. The group meets quarterly to discuss many environmental lead issues for Broken Hill and is an important community consultation tool, providing guidance and feedback to each of the representatives in the group.

Blood Lead Levels

Advocacy and funding from the BHELP initiated and supported the review of the Broken Hill Clinical Guidelines and the reintroduction of screening of children aged 6 months to less than 12 months in 2018, for the first time since 2012. Blood lead tests are now offered at 6, 9 and 18 months in addition to the pre-existing monitoring at 12 months, 2 years, 3 years and 4 years. In 2019, there was an increase in the number of tests undertaken by Child & Family Health and Maari Health Aboriginal Corporation, from 1,569 in 2018 to 1,754.

In addition, the proportion of children participating in the screening program has increased by 10% - from 77% in 2015 to over 87% in 2019 - up from 82% in 2018. A total of 201 children aged 6 to less than 12 months were tested in 2019 - an increase from the 156 children in 2018.

The geometric mean lead level of children in this category was 2.8 µg/dL, a slight increase from 2.7 µg/dL in 2018, but down from 3.9 µg/dL in 2012. The proportion of all children in the 6 months to less than 12 months age category with blood lead levels below 5µg/dL increased by 10%, from 75% in 2012 to 85% in 2018 and 2019.

Source: https://leadsmart.nsw.gov.au/wp-content/uploads/2021/05/BHELP-2019-20-Annual-Report_FINAL.pdf

Blood lead levels, full year 2012-2020 comparison (All children)

Full year	2012	2013	2014	2015	2016	2017	2018	2019	2020
GeoMean µg/dL	5.4	5.5	5.1	5.7	5.8	5.5	4.6	5.1	4.7
Max	49.0	46.0	29.0	30.0	50	39	56.7	41.8	34.7
Mode	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0	2.0
Median	5.0	5.0	4.0	5.0	5.0	5.4	4.8	5.1	4.7
95 percentile	17.0	16.0	16.0	16.0	17.9	17.7	15.0	14.8	14.7
No. children tested	674	695	719	679	687	730	637	681	689

Image: Blood lead levels in children 2012-2020. Source: Memo to BHCC Lead Reference Group, 14 May 2021.

Broken Hill Environmental Lead Study

The Broken Hill Environmental Lead Study (BHELS) was commissioned by the NSW Environment Protection Authority (EPA) in 2016, to inform remediation efforts underway as part of the Broken Hill Environmental Lead Program (BHELP), to address lead contamination and exposures.

OEH was engaged to develop and deliver this four-year study, in collaboration with the EPA and with Macquarie University. The BHELP Steering Committee has endorsed the study as a high priority project.

The study aimed to monitor airborne and deposited lead and assess contributions of current emissions from Line of Lode mining leases and emissions from areas affected by historic emissions ('legacy lead').

Source:

<https://www.environment.nsw.gov.au/topics/air/research/current-research/broken-hill-environmental-lead-study>

As part of the study, an extensive network of wind directional high-volume air gauges was installed at five sites representative of community exposure to lead in Broken Hill.

Dust deposition samplers were installed at the same sampling sites, to provide information on total dust deposition and deposited lead levels. Each air gauge continuously measures the wind speed and direction, air temperature and barometric pressure, and logged the volume of air sampled. The filters are changed weekly. Total suspended particle (TSP) samples are collected in the filters of the deposition samplers over a seven-day period before being sent to an independent laboratory for analysis.

The sampling program continues; however, three-years of sampling data will be used to outline likely source areas contributing to the amount of lead that is in the air and deposited at various locations across Broken Hill.

Data will also be used to track seasonal variations such as temperature, rainfall and wind conditions and impacts on lead levels over time. This information will be useful to inform targeted, zonal public land and home remediation programs into the future.

Source: https://leadsmart.nsw.gov.au/wp-content/uploads/2021/05/BHELP-2019-20-Annual-Report_FINAL.pdf

CBH Resources Extension of Underground Mining - Project Approval

Broken Hill Operations Pty Ltd (BHOP) underwent several Environmental Assessments during the reporting period including:

- Original EA June 2010
- EA MOD1 Relocation of Primary Vent November 2011
- EA MOD4 Erection of Concrete Batching Plant & Extension of TSF2 April 2017
- EA MOD5 Warehouse Extension, Cement Silo and Adjustment of Air Quality Monitoring August 2018
- EA MOD7 - Utilising Rock Fill Material in BHP Pit for TSF2 Embankment Construction June 2019
- EA MOD8 - Underground Mining Extension April 2021

CBH Resources – Monitoring of Dust and Lead

BHOP monitors ambient air for total dust and total lead amounts as a requirement of the Environmental Protection Licence (EPL) 12559, under the *Protection of the Environment Operations Act 1997*, in accordance with using a network of three high volume air samplers, seven dust deposition gauges and two TEOM real-time ambient air monitors.

Monitoring results are available online at:

<http://www.cbhresources.com.au/operations/rasp-mine/sustainability/environment/environmental-monitoring/>

CBH Resources – Rehabilitation Works

Rehabilitation works included a waste rock trial over a sample free area. Free areas have no rock armouring or other ground cover to control dust, other than the annual dust suppressant application. An area was selected on the west side of Kintore Pit as a representative sample of all site free areas. Approximately 3,100 tonnes of waste rock was applied at a thickness of 400 - 500 mm over an area of 3,000m².

CBH Resources - Pollution Reduction Programs

BHOP has implemented Pollution Reduction Programs as prescribed in the Environmental Protection Licence (EPL) 12559 including lining of Ryan Street Dam to prevent seepage during high rainfall events.

BH Resources – Dust Control

Scheduled maintenance for dust control continued throughout the reporting period including water truck spraying as required, use of a street sweeper on sealed roads and car parks and application of dust suppression chemicals. Total Ground Control (green mixture) continues to be applied to free areas atop historic waste dumps and is effective for between 12 and 18 months depending on rainfall.

An additional Dust Suppressant called Dustbinder which has been effective in controlling dust lift-off from road and tailings dam surfaces. It is also used by Perilya and CMC.

Image below is of a dust suppression chemical application, where a green dye is added to a solution on PVA glue which is used as a crusting agent.



Photo supplied by CBH Resources – Rasp Mine

Perilya Broken Hill Limited - Environmental Monitoring

Perilya has eleven deposited particulates monitoring points located around the North Mine and Potosi Operations and nine monitoring points located around the Southern Operations site. Additionally, environmental license conditions require five ambient air monitoring sites, one located at the Potosi Operations, two at the North Mine and two on the Southern Operations lease. Perilya currently uses high volume air samplers (HVAS) for the ambient air monitoring program. The HVAS operate (sample) for 24 hours every six (6) days. Perilya also monitors two (2) real time air quality monitoring sites, one located on the Argent St side of the North Mine and the other located on the Menindee Rd side of the North Mine. Perilya currently uses Beta Attenuation Monitors (BAM) for the real time air monitoring program. The BAM operate (sample) for 24 hours every day.

Perilya has introduced several initiatives to suppress dust emissions: enhanced industrial sprinklers; water carts on haul roads and open areas; and tighter dust monitoring.

Perilya received no complaints during the reported period that pertained to dust emissions.

Details of the environmental programs and monthly reports can be accessed online: <http://www.perilya.com.au/health--safety--environment/environment>

Lead Remediation

Lead remediation projects undertaken during the reporting period included:

- Queen Street remediation works
- South Road - Block 10 remediation works
- AJ Keast Park fencing project
- E.T. Lamb Memorial Oval capping works
- Patton Park Refurbishment Project
 - Construction of shelter over new playground equipment
 - Handwash basin at the playground
- Fencing off the BMX track at O'Neil Park
- Ongoing Street sweeping operations

Street Sweeper

A new Street Sweeper was purchased in July 2016 with the support of the Broken Hill Environmental Lead Program who provided \$50,000 of funding over a 4-year period to support street sweeping in Broken Hill.

Some of these funds were allocated to install extra micro sprayers on the vehicle and to support extra sweeping time, particularly after wet weather events. Council and BHELP staff worked together to develop Lead Smart signage that was placed on the side of the street sweeper, promoting a lead safe community.

Mini Street Sweeper

To continue supporting a lead safe community, Council purchased a new miniature street sweeper in 2017, to keep the shopping precincts in the City's Central and South districts cleaner. The ride-on vehicle was predominantly used in the Central Business District, Patton Street and around the Civic Centre, to provide an extra level of cleanliness and to also maintain a neat appearance for tourists and locals.

Being more agile, the mini street sweeper was able to get into gutters and smaller spaces, while also cleaning footpaths in areas with high foot traffic and additional vehicle traffic.

KEY DIRECTION 3: OUR ENVIRONMENT

OBJECTIVE 3.2 – NATURAL FLORA AND FAUNA ENVIRONMENTS ARE ENHANCED AND PROTECTED

The Strategies adopted in the Community Strategic Plan to meet Objective 3.2 – Natural Flora and Fauna Environments are enhanced and protected are:

- 3.2.1 Protect and enhance regeneration areas for the benefit of the City**
- 3.2.2 Increase awareness and understanding of the natural environment**
- 3.2.3 Increase involvement in actively protecting the natural environment**
- 3.2.4 Manage the impact of pests and weeds on Broken Hill's natural environment**

3.2.1 Protect and enhance regeneration areas for the benefit of the City

Willyama Common and Regeneration Areas

The Willyama Common is an area of land approximately 87km² and makes up the bulk of the area within the Broken Hill Local Government Area (LGA), excluding the main urban area, the Living Desert Reserve, private leases, freehold land and a number of recreational areas. The common is of cultural significance to the Wiljakali people.

Broken Hill's Regeneration areas almost encircle the City. The Regeneration areas are fully fenced to limit access, as this provides the best results for natural regeneration of the sites.

The management of the Common and the Regeneration Area is governed by a Plan of Management, prepared by Council in 2003 under the *Commons Management Act 1989*.

Both the Willyama Common and Regeneration areas are regularly inspected, which includes:

- fence condition, replacement and repair needs
- monitoring of natural regeneration
- weed monitoring and control activities
- weekly inspections are carried out to identify illegal dumping occurrences

The Living Desert

The Living Desert is Council's contribution to the environment, for the protection of native flora and fauna and for the better management of our ecosystem and sustainability. It includes the Sculptures and the John Simons Flora and Fauna Sanctuary.

The Sculptures comprise 12 sandstone artworks, completed in 1993 by artists from around the world and is now considered one of the top attractions in Outback NSW.

The Flora and Fauna Sanctuary comprises of an area of 180ha and was established in 2002, as a nature conservation and tourism facility.



Image: Sculptures. Source: Jackson Schorn Photography <https://www.facebook.com/JacksonSchornPhotography/photos>

During the reporting period, a number of improvements were made to the Living Desert and include:

- Starview Campsite
- 2.2km of Sanctuary Cultural Walk Trails
- New pathway at campsite
- New accessible BBQ
- New shelter for animal feed
- Updated tap and go ticketing system
- Educational signage installed



Image: New accessible BBQ and shelter.

The Living Desert continues to be a great attraction for visitors and locals alike, attracting averaging over 30,000 visitors annually.

In 2017, The Starview Campsite was opened and provides unpowered sites for RVs and a large tent site in a tranquil setting.

The campsite provides 15 unpowered sites, a wood-chipped tent area, a shelter with free gas BBQs and picnic tables, accessible toilets and showers, drinking water and star-view seating.



Image: Construction of new campsite walking trail.

The grounds are maintained by the Friends of the Flora and Fauna of the Barrier Ranges Community Committee; volunteers who carry out regular working bees, including maintenance to the walking tracks and grounds.

Friends of the Flora and Fauna of the Barrier Ranges Volunteers also undertake track maintenance.



Image: Living Desert Ranger, Darrell Ford taking care of the Reserve for 17 years. Source: <https://www.facebook.com/135116653229221/photos/pb.100064317542525.-207520000.../2614216161985912/?type=3>

Living Desert Visitor Numbers

Year	Number of Visitors
2017/2018	31,137
2018/2019	30,996
2019/2020	22,123
2020/2021	47,680

The Living Desert is a highly successful tourist attraction operated by Council staff; it is the only State Park that is listed that does not have a water view. It highlights and showcases the dry arid environment of outback Australia.

Whilst the numbers remained constant in the first half of the reporting period, 2019/2020 visitors were reduced due to the COVID-19 lockdown restrictions in the first half of 2020. Visitor numbers spiked in the following year, when the area saw significant tourist numbers following the 2020 lockdown.

3.2.2 Increase awareness and understanding of the natural environment

Waste Education

Media campaigns were conducted throughout the reporting period to increase awareness and an understanding of the natural environment. These included campaigns in partnership with NetWaste in the aim to reduce waste reduction. This campaign consisted of radio, newspaper advertising and posters for smart bins.

A campaign in partnership with the EPA was also conducted during 2020/2021. An illegal dumping campaign, funded by the NSW Environmental Protection Authority, commenced in 2021 to encourage the use of the EPA's RIDonline system to report illegal dumping.

RIDonline is a database used by councils and government agencies across NSW to record and manage illegal dumping incidents.

When you report via RIDonline, Council is sent an email alert about the incident so we can respond.

When illegal dumping is reported, you help the EPA and Council:

- protect human health and the environment;
- detect and penalise dumpers;
- find and clean up dumped waste;
- identify dumping hot spots so we can develop strategies to prevent this behaviour in future in the local area.



The Reporting Illegal Dumping Online reporting system can be found via this link <https://ridonline.epa.nsw.gov.au/#/home>.

Riddiford Arboretum

The Riddiford Arboretum Sculpture Symposium was funded by Create NSW, in partnership with Broken Hill City Council. Artist Robbie Rowlands was commissioned by Council to create the sculptural works installed at the Riddiford Arboretum in 2020.

The project combines nature's forms and our mining heritage to interpret the significance of Australia's first green belt and the ground-breaking work of Albert Morris, the Barrier Field Naturalists' Club and the Zinc Corporation to green our City.

Combining the Sculpture Symposium with the Arboretum was a perfect way to provide an educational tool for current and future generations of locals and tourists, to understand our unique conditions here in the outback and the steps we've had to take to overcome them.



Image: Riddiford Arboretum sculpture, 'Nestle' – Robbie Rowlands, 2020.

3.2.3 Increase involvement in actively protecting the natural environment

Free Tree Give Away

Council participated in Free Tree Giveaways annually from 2016 to 2019 and is proud to support this initiative, where residents of the Broken Hill Local Government Area receive free native trees or shrubs, to plant in their garden to continue to green our City.

Planting more trees and shrubs in our City is identified as important, not only for visual appeal and urban heat reduction, but more importantly for the long lasting positive environmental impacts. Council focuses on a range of native trees and shrubs with a strong focus on local species.



Image: 2017 Tree give away saw 1300 plants distributed to the community. Source: <https://www.facebook.com/135116653229221/photos/pb.100064317542525.-2207520000..1575331692541036/?type=3>

Tidy Towns Committee

The Tidy Towns Committee, as part of caring for our environment, regularly conducted clean-up activities throughout the term in a bid to reduce litter in and around our City. This small group of dedicated Committee members and volunteers worked tirelessly picking up litter in our parks, cemetery and roadways.

Throughout the term, Council supported the Broken Hill Tidy Towns Committee to submit entries to the Keep NSW Beautiful Blue Star Sustainable Cities Awards Programs.

Broken Hill's success in these awards, is an example of the Tidy Towns dedication to the local environment and a recognition of the City as a sustainable community.

Sustainable Cities Tidy Towns Awards 2020**WINNER: Overall Population Category D (Population category D: 12,001-20,000)****Judges' comment:** Like many communities and towns in NSW, Broken Hill has been badly affected by the drought and more recently, the COVID-19 pandemic. Prior to these, Broken Hill was experiencing serious and unique threats to its viability caused by climate change, a decline in mining activity, isolation and a decline in population. The City Council resolved to address these threats and embarked on a plan to strengthening the City's resilience.**WINNER: Environmental Communication Award - Population Category D - Greening the Hill Mk2 - The Call to Action - Landcare Broken Hill****WINNER: Circular Economy Award - Population Category D - Lifeline Broken Hill Country to Coast Tip Shop****WINNER: Waste Less, Recycle More Award - Population Category D - Lifeline Tip Shop Recycling Centre, Lifeline Country to Coast from Broken Hill**
WINNER: Community Spirit and Inclusion Award - Population Category D - Greening the Hill Mk2 - A Role for Everyone. Showing Australia how it can be done, Landcare Broken Hill**Highly Commended:** Young Legend's Environment Award – Population Category D - Broken Hill Scouts Clean up their Act - 3rd Broken Hill Sea Scouts**2019****FINALIST: Population Category D: (Population category D: 12,001-20,000) - Don't Be a Tosser! Litter Action Award****WINNER: Smart Thinking.****Judges Comment:** "Broken Hill is Australia's first heritage listed town and brings many attributes consistent with ongoing improvement to the table. Their stand-out was their Smart City Framework which will see them placed for future generations and allows the town to maintain their outstanding environmental and sustainability programs."**WINNER: Heritage and Culture Award - Broken Hill Mosque: The Surviving 'Ghan Town' Mosque in Australia****Highly Commended:** Johns Bros Joyland – Sulphide Street Railway and Historical Museum. Environmental Communication Award**WINNER: Riddiford Arboretum Conservation Park Community Spirit and Inclusion Award****Highly Commended:** Broken Hill Heritage Festival 2019.**2018****WINNER: Population Category D: 12,001-20,000****Heritage and Cultural Award - Broken Hill Regeneration Reserves Management Plan Community Spirit and Inclusion Award****SECOND: Broken Hill Cemetery Restoration****Highly Commended:** 2018 Heritage Festival**2017****WINNER: Hey Tosser! Litter Action Award – Tidy Towns Volunteer Working Group****Highly Commended:** Cultural Award – Sulphide Street Railway and Historical Museum Hospital Museum Annexe and Restoration.

Image: Councillor and Tidy Towns Organiser, Christine Adams with 2020 Tidy Town Award recipients.

Clean Up Australia Day and other Clean Up Activities

The Tidy Towns Committee, Living Desert Volunteers and the Riddiford Arboretum Committee worked hard and continued with regular clean-up activities throughout the term, with a total of nearly 100 clean up events taking place.

Volunteer Working Bees – 2016-2021

Living Desert	Riddiford Arboretum	Tidy Towns – Clean Up Events
21	40	36

Image: 2021 Tidy Towns Clean Up Australia Day activity saw 22 people participating and 9m³ of rubbish and plastic removed from the cemetery and the surrounding bushland and creek.**3.2.3 Manage the impact of pests and weeds on Broken Hill's natural environment****Weed Spraying**

Council officers continued with weed control programs throughout the term. In a Memorandum of Understanding with Western Land Services, species such as mesquite, cacti, thornapple, noogurra burr, Bathurst burr and onion weed were targeted.



Image: Prickly pear treated with herbicide in the regeneration area

KEY DIRECTION 3: OUR ENVIRONMENT

OBJECTIVE 3.3 – PROACTIVE, INNOVATIVE AND RESPONSIBLE PLANNING SUPPORTS THE COMMUNITY, THE ENVIRONMENT AND BEAUTIFICATION OF THE CITY

The Strategies adopted in the Community Strategic Plan to meet Objective 3.3 – Proactive and responsible planning supports the community and the environment are:

- 3.3.1 Encourage environmentally sustainable building and subdivision design**
- 3.3.2 Preserve the heritage and streetscapes of Australia's First Heritage City**
- 3.3.3 Reuse and repurposing of the existing built environment is managed in a sustainable manner**

3.3.1 Encourage environmentally sustainable building and subdivision

New Local Environmental Plan 2013

The new LEP was gazetted on 30 August 2013 and can be viewed at

<http://www.legislation.nsw.gov.au/#/view/EPI/2013/506>.

During the reporting period, there have been 2 amendments. These amendments allowed for "additional permitted uses".

- LEP Amendment 2 – use of land at 39 Morgan Street, Broken Hill – for the purpose of a funeral home
- LEP Amendment 3 – use of land at Airport Road, Broken Hill – for the purpose of an animal pound.

The plan aims to make local environmental planning provisions for land in Broken Hill in accordance with the relevant standard environmental planning instrument under section 33A of the *Environmental Planning and Assessment Act 1979*.

The particular aims of this Plan are as follows:

- to encourage sustainable economic growth and development in Broken Hill,
- to encourage and provide opportunities for local employment growth, and the retention of the population, in Broken Hill,
- to encourage the retention of mining and acknowledge that industry's heritage and regional significance,

- to identify, protect, conserve and enhance Broken Hill's natural assets,
- to identify and protect Broken Hill's built and nationally significant cultural heritage assets for future generations,
- to provide for a range of housing types and living opportunities,
- to allow for the equitable provision of services and facilities for the community,
- to provide for future tourist and visitor accommodation in a sustainable manner that is compatible with, and will not compromise, the natural resource and heritage values of the surrounding area.

A new comprehensive Development Control Plan (DCP) was developed and adopted in October 2016. The purpose of this plan is to guide development within the Broken Hill LGA and to be consistent with the aims and objectives of Broken Hill LEP 2013. It contains objectives and development controls that expand upon the requirements of Broken Hill LEP 2013. Whilst a DCP does not carry the statutory "weight" of LEP provisions, it does still provide guidance and requirements that are to be considered when preparing a proposal to develop land in Broken Hill.

As of late 2021, Council planning staff have been reviewing and preparing possible amendments to the DCP.

3.3.2 Preserve the heritage and streetscapes of Australia's First Heritage City

Broken Hill Heritage Strategy 2020-2023

The purpose of Council's Heritage Strategy is to provide a summary of strategies that will be employed to guide heritage management in the City. The Strategy is prepared to meet the requirements of the New South Wales Heritage Office three-year funding agreement to support local government heritage management in New South Wales.

The NSW Heritage Office document "Recommendations for local council heritage management" is used by Council to inform the preparation and updating of the heritage strategy. The document provides a framework of 9 recommendations for heritage management. These 9 recommendations are reflected in Council's Heritage Strategy.

Broken Hill City Council Heritage Strategy 2017-2020 was adopted by Council on 31 May 2017. The current strategy (Heritage Strategy 2020-2023) was adopted by Council on 24 February 2021.

National Heritage Values Framework

Council received Commonwealth Government funding in 2019, to assess the National Heritage Values of Broken Hill and develop guidelines, protocols and publications to assist the community, the Council and statutory authorities to identify, protect, enhance and manage those values through the proposals, strategies and projects that take place within the City.

Heritage Advisor, Paul Davies conducted the study on behalf of Broken Hill City Council.

The National Heritage Values Framework, articulates and sets out how the National Heritage values of Broken Hill can be understood in the day-to-day development and planning for the future of the City. The Framework will guide strategic planning for the City and will provide practical guidelines and protocols for the community to work with National Heritage values, Council and other statutory bodies in assessing how projects and strategies may impact or ideally enhance National heritage values.

The Framework forms the basis of understanding and making assessments related to National heritage values including:

- Developing the National Heritage themes with practical explanations and guidance on how they apply to all aspects of Broken Hill
- Establishing a protocol for how to assess National Heritage values as part of the overall assessment process of proposals and strategic documents within the City Council area.

Local Government Heritage Study

Broken Hill is Australia's only Nationally Heritage Listed City. The previous 1990's heritage study, while sound at the time and with some updates, did not address the themes that are important to the National Listing and, by inference, to the State level heritage significance of the City.

Council received NSW Government Funding in 2019 to review the national and State themes, assess the current listings against those themes, identify aspects of significance that are not addressed in heritage listings and develop a strategy to expand, adjust or approach listings to reflect State and national and local values.

Heritage Advisor Paul Davies conducted the studies on behalf of Broken Hill City Council.

The National Heritage Study contains an analysis of ten different place types and their relationship to National (and local) heritage values. Some of that material included in this report is directly applicable to the consideration of new heritage items and heritage conservation areas in this study including application in the areas of:

- Residential
- Commercial
- Hotels
- Infrastructure
- Religious
- Associations, Lodges, Societies and Orders
- Education
- Government (State and Local) including civic and recreation
- Environment
- Mining

A key matter that is set out in some detail in the National Values Study is the role of heritage conservation areas in protecting national heritage values. The study concludes that the National listing is about the collective values of Broken Hill. Link to National Heritage Values Study: <https://www.brokenhill.nsw.gov.au/Council/Other-strategies-documents/Broken-Hill-National-Heritage-Values-Study>

Heritage Advisory Service

Broken Hill City Council continues its Heritage Advisory Service, now in its 33rd year of operation. It was the second advisory service established in NSW and has the reputation for being a very successful program.

The Heritage Advisor:

- Provides input in the assessment of development applications likely to impact on the heritage significance of buildings and places – ensure that this is broadly applied given the National Heritage List status of the whole City.
- Continues to provide advice for pre-Development Application (DA) meetings.
- Continues to provide designs for new verandahs including preparation of sketches and drawings in Broken Hill Heritage Conservation Areas.
- Actively promotes and identifies sources of funding for projects, such as State or Commonwealth Government initiatives and advises property owners on required information for grant applications.

- Continues to provide input into the review of Council reports, policies and standards relating to heritage management and urban design.

Ms Elizabeth Vines was Broken Hill City Council's Heritage Advisor from the introduction of the Advisory service until July 2017.

Mr Paul Davies was Heritage Advisor during the period of July 2017 until June 2020.

Ms Elizabeth Vines was re-appointed Heritage Advisor in July 2020 and is currently still in the role.

Year	Number of People Accessing the Service
2016/2017	62
2017/2018	78
2018/2019	58
2019/2020	75
2020/2021	66

Heritage Advisory Service 2016-2021				
Number of Advisor Visits	Number of Heritage Paint Grants	Value of Heritage Paint Grants	Number of Verandah Revival Grant/Loans	Value of Verandah Revival Grant/Loans
38	16	\$26,650	3	\$44,520

Built Heritage Activities

Council's Heritage Assistance Grants Policy was amended and adopted in 2017. This policy aims to provide financial assistance to residents and businesses to beautify our City and maintain its heritage appeal, through the provision of grants and loans to paint and maintain houses and buildings in Broken Hill with historical significance.

The Paint Grant program provides up to \$1500 grant or 50% of the total project cost, for either residential or commercial premises and \$3000 low interest loans.

The Verandah Revival Program concentrates on the construction, reconstruction and/or restoration of verandahs for commercial buildings, particularly within the CBD. It provides financial assistance through 80% loan funding and 20% grant funding.

Over the past 5 years there has been a gradual decrease in the number of property owners utilizing the program and Council has considered options as to whether to restructure the grant program and to advertise the program in a different manner.

3.3.3 Reuse and repurposing of the existing built environment is managed in a sustainable manner

Development Application Tracking

Council utilises a Development Application Tracker. This tool provides easily locatable information about DAs and ensures there is sufficient time for the community to comment on new proposals, where permitted.

DA tracking ensures that people can find the information they need at their fingertips, in order to keep track of the progress of an application and make an informed and well-considered submission to Council. This type of tool also assists in ensuring transparency in the assessment process. To view the upgraded tracking portal, visit Council's DA tracking page www.datracker.brokenhill.nsw.gov.au

NSW Planning Portal

Council's Planning, Development and Compliance Department have supported the introduction of more online services for citizens through the NSW Planning Portal.

All Development applications and Certificates including Construction certificates and Complying Development Certificates, are submitted and processed via the NSW Planning Portal. The Planning Portal became mandatory to use for the submission of Applications from 1 July 2021.

The digital service provided by the Planning Portal aims to:

- improve application determination times,
- increase transparency of the planning system; and
- ensure greater accountability of all stakeholders.

The program seeks to provide the community and industry with easy online access to planning services and authoritative information from anywhere at any time. The online tool features improved functionality, including a mapping function allowing people to view where new developments are proposed.

Development Activity

The following tables summarise development applications received by Council 2016-2021.

Year	Number DAs	Value
2016/2017	149	\$8,445,158
2017/2018	194	\$33,745,237
2018/2019	183	\$16,839,132
2019/2020	206	\$12,968,093
2020/2021	173	\$34,758,781

Major Projects approved during the reporting period have included:

- Construction of new two storey Police Station
- New "ALDI" supermarket
- Companion animal shelter
- City gateway signage
- New medical and rehabilitation centre
- Restoration of BHP chimney
- Broken Hill Cultural precinct, library and archive
- Redevelopment of YMCA
- Restoration of mosque
- Aboriginal Housing Office dwellings

Public Health Inspections

Council undertakes annual inspections and audits of food premises, cooling towers, skin penetration establishments, public swimming pools and spas, caravan parks, boarding houses and mortuaries/crematoriums.

During 2016-2021 Council conducted inspections to local food premises and other registered premises as listed in the table below.

Inspection Type and Number of Inspections	2016/17	2017/18	2018/19	2019/20	2020/21
Food Premises	213	58	98	151	66
Cooling Towers	0	0	0	4	0
Skin Penetration Premises	3	0	0	19	22
Public Swimming Pools	17	0	0	18	17
Caravan Parks	0	0	0	2	2
Boarding Houses	1	0	0	2	2
Mortuaries/crematoriums	0	0	0	3	1

Council received food complaints related to handling/hygiene, foreign matter and food quality.

Year	Number of complaints received
2016/17	4
2017/18	17
2018/19	6
2019/20	7
2020/21	10

In addition to Council's routine inspections, during 2020/2021, Local councils were asked by the NSW Government to conduct COVID-19 Safety Inspections for cafes and restaurants in their local government areas. This was to ensure that as per the Public Health Order, all cafes and restaurants that had the capacity for customers to dine-in, had a COVID-19 Safety Plan and were taking all practical measures to ensure that businesses were complying with the Public Health Order.

Council's Environmental Health Officer carried out 26 initial COVID-19 Safety Inspections. Re-inspections were conducted for businesses that required follow up due to missing a key component of the COVID-19 Safety Inspection, such as an incomplete COVID-19 Safety Plan or lack of COVID-19 signage.

Civic Centre

The Civic Centre underwent a major refurbishment between April 2016 and August 2018. The result has seen the Civic Centre transformed to a contemporary multi-purpose space. The transformation of the upper level from Art Gallery space to multi-functional meeting and conference space, has become a major draw card for business events conducted at the Civic Centre.

Business events conducted at the Civic Centre continue to grow, with a number of government agencies and organisations using the Civic Centre function rooms as regular clients. The function rooms have delivered on the vision through the refurbishment, becoming instrumental in the success of the Civic Centre.

The Civic Centre technology has also come to the fore, allowing for streaming and recording of functions to extend viewing beyond the allowed numbers attending in person at the venue.

Despite uncertainty around gatherings and live events due to the COVID-19 pandemic, the Civic Centre recorded its highest booking numbers since reopening in 2018 with 102 bookings for 2020/21.

The Civic Centre also hosted 11 conferences across the term, with attendees ranging from 80 to over 400 people.



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END OF TERM REPORT 2016-2021

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**



QUALITY CONTROL		
KEY DIRECTION	4. Our Leadership	
OBJECTIVE	4.1 Openness and Transparency in Decision Making	
STRATEGY	4.1.1 Support the organisation to operate its legal framework	
FUNCTION	Corporate Services	
RESPONSIBLE OFFICER	General Manager	
EDRMS REFERENCES	16/104 – D21/26671	
DATE	July 2021	
COMPANY	Broken Hill City Council	
PHONE NUMBER	08 8080 3300	
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au	
DATE	ACTION	MINUTE NO.
24 November 2021	Presented to Council	N/A
NOTES	Front Cover Image: Town Hall Façade - 2018 Heritage Festival Images sourced from Council's Image Library © Copyright Broken Hill City Council 2018	
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan Delivery Program Key Performance Indicator Progress Reports for period ending 30 June 2017, 2018, 2019, 2020, 2021 Disability Inclusion Action Plan Key Performance Indicator Progress Reports for period ending 30 June 2017, 2018, 2019, 2020, 2021 Annual Reports 2016/17, 2017/18, 2018/19, 2019/20, 2020/21	

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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INTRODUCTION

Under the NSW Government's Integrated Planning and Reporting Legislation for Local Government, Broken Hill City Council is required to produce a report on its progress in implementing the Community Strategic Plan during its term in office. This report is called the End of Term Report and is prepared for presentation to the final meeting of the outgoing Council.

In March 2020 and at the onset of the COVID-19 pandemic, the Minister for Local Government announced the postponement of the 2020 NSW Local Government elections for 12 months. In late July 2021, the Minister announced the NSW Local Government elections would be further postponed until 4 December 2021, in response to the current COVID-19 situation in NSW.

The Community Strategic Plan has four Key Directions known as Our Community, Our Economy, Our Environment and Our Leadership, which detail the objectives with community focussed outcomes for each of the objectives. The End of Term Report is developed in accordance with this.

KEY DIRECTION 1 – OUR COMMUNITY

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

KEY DIRECTION 2 – OUR ECONOMY

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

KEY DIRECTION 3 – OUR ENVIRONMENT

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

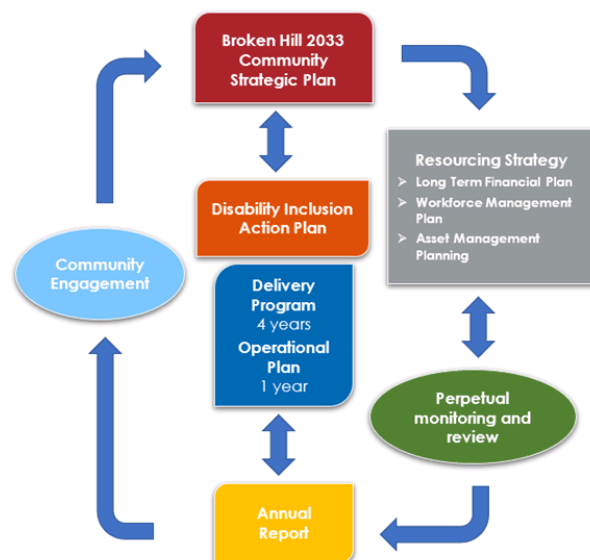
KEY DIRECTION 4 – OUR LEADERSHIP

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

INTEGRATED PLANNING AND REPORTING – LINKING THE PLANS

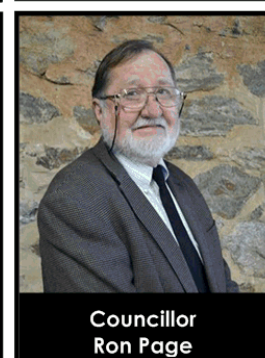
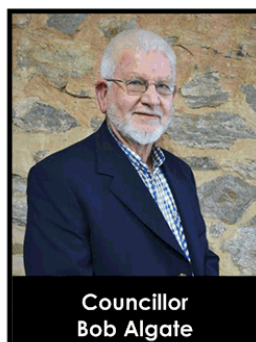
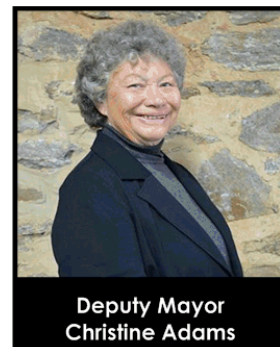
Measuring the Community Strategic Plan under the Integrated Planning and Reporting framework, Council used the Community Strategic Plan to determine which goals and strategies could be implemented at a Local Government level. These goals and strategies are included in Council's four-year Delivery Program. Progress reports are provided to the Council with respect to the principal activities detailed in the Delivery Program, at least six monthly.

To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a Resourcing Strategy is prepared to address long term financial management, asset management and workforce planning. The Operational Plan is a plan which focuses on the short term. It provides a one-year detailed plan of which activities and projects from the Delivery Program will be implemented. Each year, our success in achieving the goals and strategies set out in these plans are reported through Council's Annual Report.



MAYOR AND COUNCILLORS

Local Government elections were held in September 2016 and the following 10 Councillors were elected for a 4 year term. With the postponement of the Local Government Elections from September 2020 to December 2021, the elected Councillors remained in office for an additional 15 months.



- Councillor Gallagher was elected as Deputy Mayor from September 2016 to September 2017.
- Councillor Browne was elected as Deputy Mayor from September 2017 to September 2018.
- Councillor Browne was elected as Deputy Mayor from September 2018 to September 2019.
- Councillor Adams was elected as Deputy Mayor from September 2019 to September 2020.
- Councillor Adams was elected as Deputy Mayor from September 2020 to December 2021.






















KEY DIRECTION 1 – OUR COMMUNITY

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

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



KEY DIRECTION 1 – OUR COMMUNITY

Responsible Pet Ownership 2016-2021 (unless otherwise stated)				
Grants Received	# Dogs Returned to Owner	# Dogs Release for Rehoming	# Dogs and Cats Microchipped	# Cats Desexed 2020/21
 \$10,000	 1,234	 1,327	 1,243	 200
Library Services 2016-2021 (unless otherwise stated)				
Library Membership at 30/06/2021	# Books Loaned - Outback Library Service	# Public using Library Wi-Fi	# Public using Library Computers	# Library Visitors
 6,773	 6,683	 13,671	 38,197	 243,187
Art Gallery and Museum 2016-2021				
# Art Gallery Visitors	# Art Gallery Exhibitions	# Art Gallery Events	# Museum Visitors	# Museum Events
 95,929	 113	 673	 43,358	 32
Infrastructure – Asset Management 2016-2021				
Value of Assets Managed	Major Projects Expenditure	# Parks, Sportsgrounds Maintained		# S355 Community Committees
 \$250M	 \$9.27M \$1.95M \$1.8M \$13.02M	 9	 7	 11
				# Aquatic Centre Visitors
				 619,494
<p>CEMETERY ROSE GARDEN EXPANSION</p> <p>Providing suitable land within the Cemetery reserve and developing it for future use has been a high priority for Council.</p> <p>As part of the 2019/20 Cemetery expansion project, 390 new plots were developed within the Cemetery Rose Garden.</p> <p>Council also installed irrigation, garden bed loam, mulch and new rose plantings to complete the project.</p>				

ACHIEVEMENTS IN OUR COMMUNITY

People in our community are in safe hands

Key Highlights

SMART COMMUNITY FRAMEWORK – In 2016, Council partnered with Telstra and Metamorph Consulting to develop a Smart Community Framework for Broken Hill. The framework was developed in consultation with the community to build a smarter Broken Hill that enhances quality of life, stimulates economic development, improves security, secures sustainability and crafts social engagement into the fabric of our community.

This meant listening to and incorporating feedback from a diverse group of stakeholders representing the community. Local organisations, businesses and relevant Council departments all contributed to this process.

Stakeholder and community views were captured by Council and opportunities and benefits that smart technologies can provide to the region were discussed. Valuable insights into the challenges, drivers, needs and expectations of the community were highlighted, to illustrate what a Smart Broken Hill looks like and means to the community and Council.

Council adopted the Smart Community Framework – Building a Smarter Broken Hill in 2017. The development and implementation of this framework commenced with the upgrade of audio-visual equipment at the Broken Hill Civic Centre. It also included programs across the City such as free public Wi-Fi in Argent Street, Patton Street, Broken Hill Regional Airport and the Visitor Information Centre.

From this framework and to address safety concerns, Council adopted a Smart Lighting and CCTV Solution to be installed in Sturt Park, Patton Park and Council's Administrative Centre. CCTV and Smart Lighting powered by renewable energy was installed in Sturt Park

and Patton Park in 2018 and following this, additional CCTV was installed at various locations around the City. As part of the CCTV



Solution, Council designed and implemented a CCTV Program to assist Council and the NSW Police Force to work together to help provide a safer environment, reduce crime levels by deterring potential offenders, aid crime detection and the apprehension of offenders.

- **Promoted a whole of community approach aimed at reducing preventable crime and nuisance by:**
 - Maintaining partnerships with NSW Police Force to maximise public safety through the development and implementation of CCTV Memorandum of Understanding with Barrier Police District
 - Adopting Smart Community Framework and installing CCTV and Smart Lighting at community hotspots and Council assets
 - Administration Building
 - Broken Hill Regional Airport
 - Broken Hill Regional Art Gallery
 - Broken Hill Aquatic Centre
 - Broken Hill Cemetery
 - Albert Kersten Mining & Minerals Museum
 - Charles Rasp Memorial Library
 - Civic Centre
 - Companion Animal Shelter
 - Patton Park
 - Sturt Park
 - Waste Management Facility
 - Waste Management Facility Weighbridge
 - Re-establishing Alcohol-Free Zones to maintain public safety and order
- **Strengthened and encouraged partnerships that promote a coordinated approach to community safety by:**
 - Facilitating Local Emergency Management Committee Meetings
 - Facilitating Local Traffic Committee meetings
- **Maintained public safety and order by updating street signage**

COMPANION ANIMAL SHELTER - In 2016, an expired operating licence provided the opportune time for Council to investigate the return of a Council operated Companion Animal Shelter and subsequently Council resolved to do so. An existing Council owned site at the Broken Hill Airport was identified as Council's preferred location for the new shelter. Delays were experienced in engaging a suitable contractor, however, in 2019 a contractor with the ability to undertake majority of the works was selected – local company Paul Bartlett Builders, with the public car park completed by Council's Outdoor Staff. Council commenced operating the Companion Animal Shelter in February 2020, providing 16 animal cages, with some dedicated to declared dangerous dogs. The shelter also contains a cattery and two outdoor exercise yards.



SCORES ON DOORS PROGRAM - In 2016, Council introduced a voluntary program titled "Scores on Doors". This voluntary program, in conjunction with the NSW Food Authority Scores on Doors Program, is designed to promote food safety and hygiene requirements. It lets the public know how well local restaurants, takeaway shops, bakeries, pub bistros, hotels, clubs and cafes are complying with NSW hygiene and food safety requirements.

The aim of the program is to improve food safety standards and to reduce the instance of foodborne illness in the retail food industry. Following a standard food safety inspection during the term, Council's Environmental Health Officer issued a certificate with a star rating representing the hygiene status of the food business assessment. The star rating for the assessed businesses were also then displayed on Council's website. During the term, 281 food businesses were assessed through the Scores on Doors program.

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

ENVIRONMENTAL HEALTH AND COVID-19 SAFETY INSPECTIONS - Local councils were asked by the NSW Government to conduct COVID-19 Safety Inspections for cafes and restaurants in their local government areas. This was to ensure that as per the Public Health Order, all cafes and restaurants that had the capacity for customers to dine-in, had a COVID-19 Safety Plan and were taking all practical measures to ensure that businesses were complying with the Public Health Order.

Council's Environmental Health Officer carried out 26 initial COVID-19 Safety Inspections. Re-inspections were conducted for businesses that required follow up due to missing a key component of the COVID-19 Safety Inspection such as an incomplete COVID-19 Safety Plan or lack of COVID-19 signage.

- **Increased community awareness of safer community initiatives to maintain public order, health and safety by:**
 - Constructing and operating the Companion Animal Shelter
 - Providing Companion Animal Control
 - Undertaking compliance inspections of declared dangerous and restricted dogs
 - Undertaking Companion Animal compliance door knock programs
 - Subsidising pet desexing programs
 - Providing Companion Animal information via social media and Council website
 - Implementing 'Scores on Doors' voluntary food safety program
 - Undertaking food business assessments, skin penetration business assessments, public swimming pool inspections, caravan park assessments, boarding house assessments, cooling tower assessments, mortuary and crematorium assessments
 - Undertaking inspections of private swimming pools
 - Implementing parking compliance License Plate Recognition software
 - Installing Smart Parking at the Airport
 - Promoting parking compliance and safety surrounding school zones
- **Maintained public health and safety by undertaking COVID-19 Safety inspections**

ACHIEVEMENTS IN OUR COMMUNITY

Our community works together

Key Highlights

VOLUNTEER STRATEGY - The Broken Hill Volunteer Strategy takes a proactive approach to support and grow the volunteer workforce in Broken Hill; introducing actions to address the predicted decline in volunteer numbers, identifying opportunities to encourage new volunteers and to celebrate the achievements of our volunteer workforce.

The strategy was developed in consultation with the Volunteer Working Group, providing a roadmap to support, encourage and celebrate volunteers in our community.

Council supports volunteering to:

- Develop and strengthen the links between Council and the community
- Provide personal and organisational development opportunities
- Tap into the skills, experience, talents, energies, ideas and knowledge of people in our community

Council incorporated several options to support, promote and celebrate volunteering in Council and in the community. These include:

- Facilitate and participate in a volunteer working group to encourage increased participation in volunteering
- Recognise the contribution of volunteers through an annual event
- Encourage the community to nominate persons for a volunteer award
- Encourage volunteers to assist with environmental activities

The Strategy was the foundation for the Broken Hill United campaign, the Broken Hill Volunteer Recognition Card and the annual Volunteer Awards, including the annual Nydia Edes Hall of Fame/Volunteer of the Year recipient.

VOLUNTEER AWARDS - Volunteers are the lifeblood of our community and in recognition of this Council held annual Broken Hill Community Volunteer Awards ceremonies during the term, to show appreciation and celebrate contributions made by Volunteers.

The Awards recognised outstanding individuals, groups and organisations in categories of Community, Cultural, Environment, Event, Health and Social Services, Manager/Supervisor, Tourism, Sporting, Youth, Emergency Services and People's Choice. The winner of the prestigious Nydia Edes Hall of Fame Award was also selected annually from this group and awarded at the Awards Ceremony.

- **Supported and promoted the strong volunteer base engaged in Broken Hill by:**
 - Developing and implementing a Volunteer Strategy
 - Encouraging nominations for Volunteer Awards
 - Conducting annual Volunteer Awards ceremonies
 - Actively supporting and facilitating Volunteer Working Group
 - Actively supporting Tidy Towns volunteers
- **Developed relationships to create opportunities by:**
 - Working in partnership with organisations to enhance community development, strengthen relationships with young people, undertake community events and engagement
 - Participating in NAIDOC Week Organising Committee and assisting to facilitate NAIDOC Week and NAIDOC Family Fun Day
 - Working with community and Section 355 Committees to facilitate upgrades, repairs and maintenance of ovals and sportsgrounds
 - Alma Oval facilities upgraded
 - E.T. Lamb Memorial Oval equipment storage shed installed and change rooms refurbished
 - Memorial Oval facilities upgraded
 - Norm Fox Sporting Complex facilities upgraded
 - Picton Oval facilities upgraded
- **Openly shared information to allow participation and inclusion by:**
 - Providing a Community Directory on Council website to promote community organisations and services
- **Provided resources to facilitate community social capital and activities:**
 - Aged Persons Rest Centre
 - Albert Kersten Mining & Minerals Museum
 - Broken Hill Regional Art Gallery
 - BUI Band Hall
 - Civic Centre
 - Sturt Park, Patton Park, Queen Elizabeth Park, AJ Keast Park, North Family Play Centre Park, Duff Street Park, Duke of Cornwall Park
- **Worked with community to rename Airport Road to Pro Hart Way**
- **Facilitated transition of Shorty O'Neil Village to Eureka Group Holdings Limited**
- **Facilitated transition of Community Services to LiveBetter**

YMCA PARTNERSHIP - In 2018, Council partnered with the YMCA to provide a staff resource working in Community Development across both organisations in a part time capacity. The Community Development Officer was employed by YMCA NSW and contracted to complete 12 hours working for Council on planning and reporting in the community sector. This position was in place for two years and allowed Council to develop a Reconciliation Action Plan, enhance relationships with young people and to partner with the YMCA and other organisations to execute community events.

COMMUNITY DEVELOPMENT – To continue the Community Development works established through the YMCA partnership, Council employed a part time Community Development Officer in July 2020. This enabled further interaction with the community to undertake community engagement for the Community Strategic Plan, complete the Reconciliation Action Plan and ensure the continued engagement of community members in the Reconciliation Action Plan Working Group.

Council's commitment to enhancing the liveability of the City has been expressed in part by the execution of grant funded community events and programs. In recent years, Council has facilitated events and programs to celebrate Youth Week, Seniors Week, Women's Week and various youth events such as the L.E.D. Colour Run held at Sturt Park and Summer break activities held at the Regional Aquatic Centre.

PRO HART WAY – An application was submitted to Council in October 2018, to rename Airport Road to Pro Hart Way, in recognition of Pro Hart – Broken Hill local and world-renowned artist. The road is the entry/exit point for the Broken Hill Regional Airport, a site that is Pro Hart themed with sculptures scattered throughout the car park and a large mural inside the Airport Terminal painted by the artist. Pro Hart is synonymous with tourism in Broken Hill and it was fitting that the entry/exit for Broken Hill, be recognised in such a way.

Following community consultation and receipt of formal application approval, Council erected the signs for Pro Hart Way in September 2019, bearing the dragonfly for which Pro Hart was famous.



ACHIEVEMENTS IN OUR COMMUNITY

Our history, culture and diversity is embraced and celebrated

Key Highlights

HERITAGE FESTIVALS - The inaugural two-week Heritage Festival organised by the Broken Hill Heritage Committee, launched in April 2018 and coincided with the National Trust's nation-wide Heritage Festival.



The launch was held behind the Town Hall Façade with the event "Our Heritage - Perfectly Highlighted". This event featured a variety of photos from Broken Hill's past, projected onto the rear of the historic Façade, old-time music and food and drinks. Following the light show there were numerous events to showcase and explain our architectural history, including tours of historic buildings and sites, exhibitions and storytelling.

The Heritage Festival became an annual event and was themed each year to celebrate the reasons our city earned the honour of National Heritage listing. The Perfectly Highlighted projection lighting event at the Town Hall Façade launched the 2019 Heritage Festival, with approximately 1,500 people attending over three nights. This event once again drew positive feedback from both locals and visitors and activated Argent Street over the course of projections.

The 2019 Heritage Festival took in a broad range of events from walk tours, mine tours, art exhibition and open days with on average 40 people attending. The Mining Our Own Business – Reunion Dinner was held during the Heritage Festival and was attended by 80 people. Attendees heard from mining and union leaders, both local and ex-local, on personal journeys, the impact of mining in the City and the nation, as well as its role in the future of Broken Hill.

- **Celebrated culture and community by:**
 - Providing calendar of local programs and events on Council's website
 - Facilitating New Year's Eve celebrations and Fire Works
 - Encouraging nominations for Australia Day Awards
 - Facilitating Australia Day Awards ceremony
 - Facilitating Australia Day celebrations
 - Facilitating Heritage Festivals
 - Facilitating John Reid Heritage Awards
 - Facilitating Civic Debutante Ball
 - Facilitating Christmas Pageant and After Party, including Float Awards
 - Facilitating Maari Ma Indigenous Arts Awards
 - Facilitating Pro Hart Outback Open Art Prize
 - Supporting signature festivals and events such as Broken Hill Festival, Perfect Light Film Festival, Broken Hill Fringe Festival, St Pat's Races, Agfair, Carols by Candlelight, Heritage Festival
- **Preserved historic records by:**
 - Managing Archives in accordance with State Records Act NSW 1998 and facilitating access to records
 - Digitisation of the Broken Hill Regional Art Gallery collections and the Albert Kersten Mining & Minerals Museum mineral collection
 - Undertaking significance assessments of the Broken Hill Regional Art Gallery art collections and Line of Lode mining artefacts
 - Conservation of the Ralph O'Connor Negatives collection
 - Conservation of "Vae Victis, The Sack of Morocco" painting

2021 saw the return of the Heritage Festival after it was cancelled in 2020 due to COVID-19. The rear of the Town Hall Façade was once again turned into a giant projection screen showcasing images from the Outback Archives focusing on the City's cultural history. As in previous years, this display saw some 1,500 people attend over 4 nights.

Other events held across the 2021 Easter weekend Heritage Festival included the Cemetery Tour, Heritage Walk Tours of the CBD. The John Reid Memorial Heritage Awards were presented at a dinner held in The Old Brewery. Awards were presented to The Historical Society for their extensive work in preserving the history of Broken Hill; and Silverton and Stephen Radford and Margaret McBride for their restoration of the old West Darling Hotel, now The Broken Hill Pub.

DIGITISATION OF ART AND MINERAL COLLECTIONS

- The digitisation of art and mineral collections project was funded through a grant from Create NSW. Project funds were used to employ a Collection Project Manager and a Collection Project Assistant for a period of two years and to purchase the EMu Collection Management System, camera and lighting equipment.

The project commenced in October 2018 with the appointment of the Collection Project Manager, Eileen Wright. A studio space was set up at the Art Gallery, staff were trained in the EMu system, existing data was migrated to EMu and digitisation commenced in early 2019

As well as photography, the process of digitisation also included cleaning artworks and minerals, undertaking condition assessments and recording detailed information about each item into EMu. Photographs were edited and saved in a variety of digital formats and uploaded to EMu.

A total of 2,834 items were digitised throughout the project, including 1,909 Broken Hill Regional Art Gallery items of prints, paintings, drawings, photographs, mixed media, sculptures, decorative arts, fibre/textile, multimedia; 883 items from the Albert Kersten Mining & Minerals Museum mineral collection and 42 Council public art assets.



Throughout the project significant time was applied to establishing the copyright status of artworks and contacting copyright holders to gain permission to upload images to an online database. Due to this project 1,350 of the 1,909 artworks in the collection will now be accessible to the public online and a process has been established for Gallery staff to continue the process of obtaining copyright permissions.

The digitisation of the Broken Hill Regional Art Gallery and Albert Kersten Mining & Minerals Museum collections has resulted in the creation of a completely new resource that will allow for a variety of future projects in both venues.

Access to detailed information on the collections will allow staff to create public programs and exhibitions more easily and this will improve community access to and participation with the collections. The detailed cataloguing and photographing of the collections permits searchability of the collection database for research and curatorial purposes. In addition, the creation of a publicly available online database will permit members of the public both in the local Broken Hill and wider areas, to view artworks and minerals held in the collections. This in turn will increase the visibility of the treasures held in Broken Hill and promote tourism to the area to view the collections in person.

FESTIVAL AND EVENT SPONSORSHIP AND SUPPORT

- During the term Council supported a wide range of events including developing a Memorandum of Understanding with the City's two signature events being St Pat's Races and the Broken Hill Festival. Other events supported during the term included:

- Heritage Festival
- Perfect Light Film Festival
- Carols by Candlelight
- Community Heritage Festival
- NSW State Rural Women's Gathering
- Broken Hill Fringe Festival
- Regional Development Australia Far West Excellence in Business Awards
- Albert Morris Award for Regeneration Areas – Australian Association of Bush Regenerators
- South Australia Swimming Championships
- Silver City Desert Race
- Agfair
- Ride for Sick Kids
- Wind and Solar Art Prize – Broken Hill Art Exchange
- Rotary Club of Holdfast Bay – 2019 District 9520 Conference
- Motorcycling Australia – Australian Off Road Championships



ACHIEVEMENTS IN OUR COMMUNITY

Our built environment supports our quality of life

Key Highlights

BROKEN HILL LOCAL STRATEGIC PLANNING STATEMENT

2020-2040 - Broken Hill is reinventing itself to become a more resilient service centre for the Far West Region of NSW, with a strong focus on health and educational services, commercial activation, heritage, culture and tourism, industry and freight logistics, sustainable power generation and other infrastructure, as well as continued mining of high value ore bodies. Given the potential for changes in population, business opportunities and in the environment, we need to plan for growth and development.

Broken Hill City Council welcomes the opportunities afforded under the Local Strategic Planning Statement process, to prioritise the actions and initiatives that will drive the economy and generate jobs, as well as lift standards in the environment, health, education, transport, housing, industry and tourism sectors. Much of the work for the Local Strategic Planning Statement has already been documented in the Broken Hill Community Strategic Plan 2033 and Council's Advocacy Strategy for Broken Hill. The Broken Hill Local Strategic Planning Statement focuses on the key land-use planning issues and actions required to be implemented into the future.

The Broken Hill LSPS 2020-2040 takes into consideration the following:

- Far West Regional Plan 2036.
- Far West Regional Economic Development Strategy 2018-2022.
- Broken Hill Community Strategic Plan 2033 - Your Hill. Your Home. Your Vision.
- Broken Hill Local Environmental Plan 2013.
- Broken Hill Development Control Plan 2016.

The Broken Hill LSPS translates the vision and priorities expressed in all these planning policies into specific land-use planning actions for the Local Government Area. The LSPS planning priorities and actions will provide the rationale for decisions about how we will use our land to achieve the community's broader goals.

- **Maintained the character of our historic City through good design by:**
 - Finalising and commencing prioritised actions within the Active Transport Plan
 - Developing the Broken Hill Local Strategic Planning Statement 2020-2040
 - Ensuring Development Applications were assessed and determined in accordance with Legislation
 - Expanding the Cemetery Rose Garden to include 390 new plots
- **Improved the quality of roads by:**
 - Completing reconstruction of the Blende Street and Chloride Street intersection
 - Completing reconstruction of Blende Street between Oxide Street and Chloride Street
 - Completing reconstruction of Blende Street between Sulphide Street and Chloride Street
 - Completing reconstruction of Oxide Street between Chrystal Street and Wolfram Street
 - Completing reconstruction of the Oxide Street and Blende Street intersection
 - Completing reconstruction of the Williams Street and Chloride Street intersection
 - Completing reconstruction and sealing works on Brown Street
 - Completing reconstruction of Gypsum Street between Rowe Lane and Mercury Street
 - Completing reconstruction of the Gypsum Street and Cornish Street intersection
 - Completing reconstruction of the Eyre Street and Comstock Street intersection
 - Completing reconstruction of the Patton Street and Comstock Street intersection
 - Completing repair works on Kanandah Road
 - Redeveloping stormwater drainage
 - Resealing of local roads and streets

The following actions have been listed in the Broken Hill LSPS as a priority:

- Continued achievement of the recommendations of the Far West Regional Economic Development Strategy, Far West Regional Plan and Broken Hill Community Strategic Plan, including a focus on health, education and training, mining, transport and freight logistics, industry and agribusinesses, renewable energy, tourism, culture and heritage, water security and other important infrastructure.
- Establishment of new mining operations, industries and value-add facilities in and around Broken Hill, now that connection to the NBN is scheduled for completion and the Murray River water supply has been secured.
- Expansion of regional tourism and further refinement of visitor experiences at Broken Hill City.
- Further planning and development of the Broken Hill Central Business District, Broken Hill Airport, industrial precincts, major parklands and housing options to underpin Broken Hill's important service centre and tourist destination role.
- Building resilience to economic, social and climatic changes, through training, new information technology and increased levels of connectivity, new business models and products, entrepreneurship and self-employment.
- Review of local planning policies to ensure they are assisting all of the above.

The Broken Hill LSPS will be reviewed on a regular basis, to ensure any strategic plans are consistent with any updates to the Far West Regional Plan, Broken Hill Community Strategic Plan and the Broken Hill Local Environmental Plan. Implementing the priorities of the Broken Hill LSPS will require on-going review of progress and regular feedback to key stakeholders and the wider community. Council will monitor, review and report on its LSPS to ensure that its planning priorities are being achieved.

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

- Improve the level and priority of pedestrian access, particularly in areas where the community congregates such as the Central Business District, shopping centres, schools and health care facilities.
- Enhance safe and convenient crossing opportunities on major roads.

- Establish improvement opportunities on level of movement and safety with a focus on mobility impairments and needs of elderly persons.
- Plan for pedestrian facilities that are consistent and appropriate in New South Wales; and that ensure cycling facilities comply with relevant technical standards.
- Plan for the development and provision of safe and accessible amenities for the community via pedestrian and cycling network.
- Fulfil Council's obligations under the *Disability Inclusion Act 2014* in providing inclusive infrastructure.
- Design a 'bicycle network' as opposed to 'bicycle routes' and plan the network along roads favourable for cycling use.

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

In August 2019, as part of Council's Disability Inclusion Action Plan, Council undertook further consultation with members from Disability advocacy groups and people living with disability in Broken Hill, to prioritise the 10-year plan. Works commenced March 2021 with first priority given to designated areas without a footpath.

The following footpath areas have been completed:

- O'Farrell Street from Morgan Street to Williams Street
- Galena Street from Williams Street to Mercury Street
- Patton Street from Queen Street to Bonanza Street
- Blende Street from Sulphide Street to Chloride Street

INFRASTRUCTURE - Council undertook repair, resal and/or reconstruction works during the term on our City's roadways, to ensure the condition of our network is kept at a useable standard. These works were completed both by Council's internal Infrastructure teams and by external contracting bodies.

Major reconstruction works identified and completed during the term included:

- Brown Street from near Kaolin Street to Brookfield Avenue.
- Oxide Street from Crystal Street to Wolfram Street, including new intersection works at Blende Street to improve visibility and safety for road users.
- Blende Street from Oxide Street to Sulphide Street.
- Gypsum Street from Rowe Lane to Mercury Street, including new intersection works at Cornish Street to improve visibility and safety for road users.

ACHIEVEMENTS IN OUR COMMUNITY

Our health and wellbeing ensure that we live life to the full

Key Highlights

PATTON PARK REDEVELOPMENT – The redevelopment of Patton Park was completed and officially opened in June 2019. The project was made possible with a grant through the NSW Government's Stronger Country Communities fund and through the Broken Hill Environmental Lead Program. The upgrades include a new playground with rocket feature, along with new paths, barbecues, shelters, accessible toilets and amenities, CCTV and smart lighting powered by renewable energy.



OUTDOOR WORKOUT STATIONS INSTALLED IN STURT PARK - With fitness becoming more prominent in the City, Council installed an outdoor gym at the Sturt Park in 2017/18. Aimed for people aged 14 years and over, 13 activities were made available to enable a total body workout. Instructional signage was placed on the equipment, as well as a QR code to view demonstrations on smartphones.

Council further expanded the City's outdoor exercise options in 2019/20

by installing a second workout station in Sturt Park. The workout station, was installed on the western edge of the park, included a calf-stretching station, chin-up bar, pull-up bar and plyometric boxes. The second outdoor workout station was opened for use in June 2020 and was funded through the NSW Government's Stronger Country Communities program.



- **Created opportunities for people to participate in active and healthy recreational activities by:**
 - Redeveloping Patton Park, including play equipment, amenities and lighting
 - Upgrading children's play equipment in Apex Park
 - Installing outdoor workout stations in Sturt Park
 - Upgrading children's play equipment in Sturt Park
 - Installing outdoor exercise stations at Picton Oval
 - Rejuvenating Memorial Oval surface and installing irrigation system
 - Repairing retaining wall at Memorial Oval
 - Upgrading judge's box, scoreboard and canteen facilities at Memorial Oval
 - Upgrading lighting at Alma Oval
 - Rejuvenating Alma Oval surface
 - Upgrading Broken Hill Regional Aquatic Centre facilities
 - Implementing Children's Sports Voucher initiative
 - Promoting and managing contract obligations to ensure provision of Broken Hill Regional Aquatic Centre services
 - Maintaining cycle paths in the City

OUTDOOR WORKOUT STATIONS INSTALLED IN PICTON OVAL - To provide locals with more ways to get active outdoors, Council installed four new outdoor workout stations at Picton Oval.

The stations include balance steps, a cardio stepper, Tai Chi wheels and a



chest/back press, with soft-fall rubber at the base of each piece of equipment. The Picton Oval Gym opened for use in January 2020 and was funded through the Section 355 Picton Oval Community Committee and the NSW Government's Stronger Country Communities program.

SPORTING AND PLAYING FIELDS - In March 2017 the Council replaced approximately 500m² of turf at the Memorial Oval to improve the quality of the playing surface for the upcoming AFL football season and Rugby League Grand Final.

During September 2018, Council and the Broken Hill Community were able to secure the services of the ANZ Stadium ground staff to help with Alma Oval. The ANZ Stadium ground staff generously donated their time and equipment to come to Broken Hill, where they worked with Council's Parks and Open Spaces team to replace the 15-year-old cricket table and improve the outfield condition.

Through a joint venture with the Broken Hill Golf and Country Club, Council scarified all Ovals to improve condition quality. Accompanied with Council's fertilising and selective herbicide spraying programs, implemented by the Parks and Open Spaces team, Council has improved the quality of public Ovals for public or private use.

Council undertook irrigation improvement works at the Memorial Oval and the O'Neill Soccer Grounds, to ensure efficient use of water and to be able to provide the best quality sporting grounds. The irrigation works included new sprinklers, pipes and pump installation.

SMART WATERING SYSTEMS - Smart Watering Systems have been installed in Patton Park, Sturt Park, O'Neill Soccer Grounds and the Picton Oval to assist with monitoring and maintenance requirements. The system can be turned on/off remotely through a website-based platform, which can be accessed from a computer or mobile device.

STURT PARK PLAYGROUND – The Sturt Park Playground underwent significant upgrades, with refurbishments including a new wheelchair-accessible toddler castle with soft-fall, accessible swing, a double flying fox, improved landscaping, new fencing and retaining walls, additional paving and new shade sails over the toddler area. The project was funded through the NSW Government's Stronger Country Communities program.



O'NEIL PARK MASTERPLAN - Through Asset condition identification and consultation with the community, Council has completed a Master Plan to upgrade the E.P O'Neill Park. Upgrades will include:

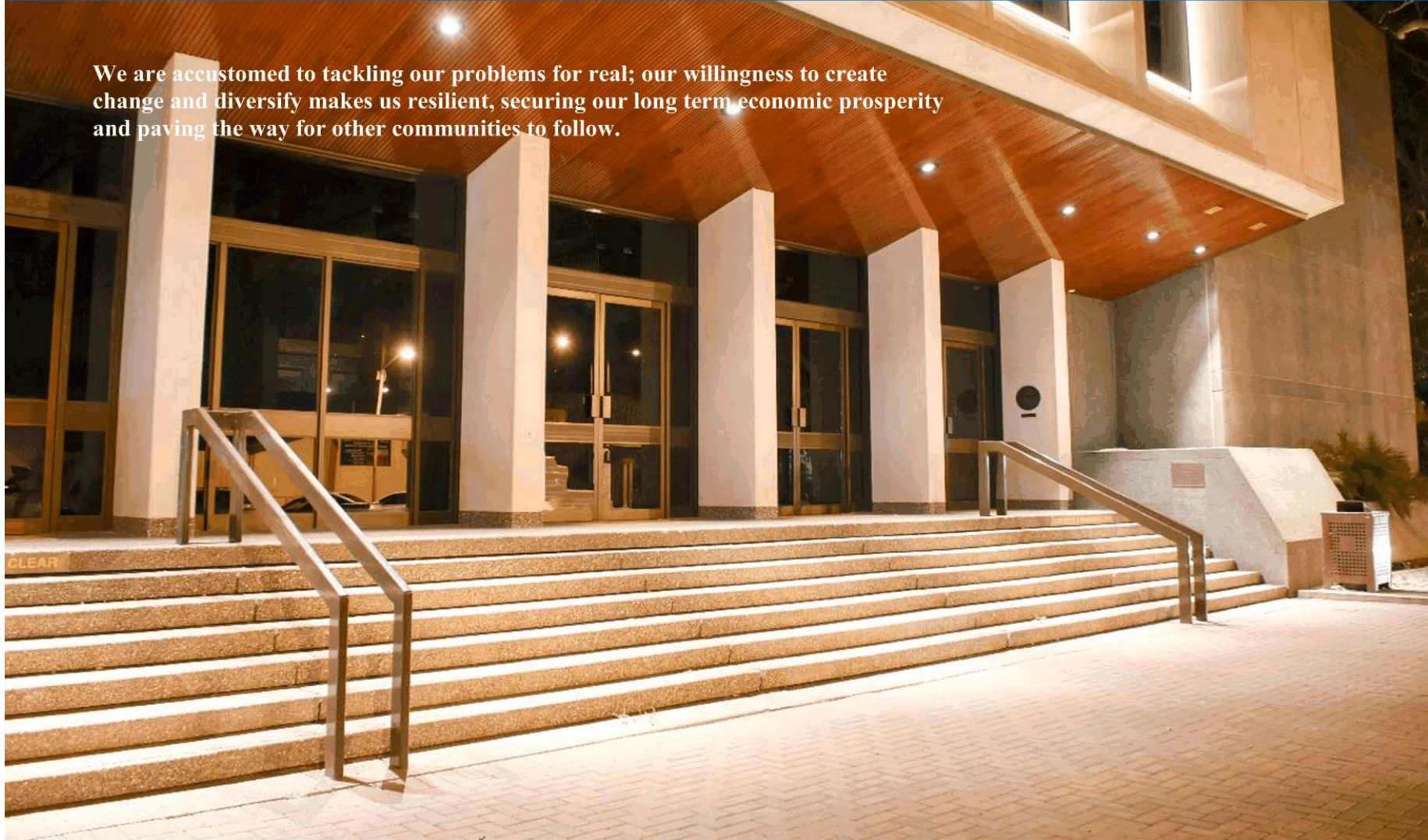
- Resurfacing and redesign of the Netball Courts
- Pathways and clearer linkages between Netball, Tennis, Cricket and Soccer facilities, with a focus on disability inclusion.
- Improved parking at all facilities.
- Redesign of Norm Fox Oval to provide new irrigation, new concrete cricket wicket for games, new concrete cricket nets for training purposes and to accommodate soccer training and use for carnivals.















KEY DIRECTION 2 – OUR ECONOMY

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

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



KEY DIRECTION 2 – OUR ECONOMY

Civic Centre 2016-2021		Community Economic Profile			
# Shows	# Conferences	Estimated Resident Population for 2020	17,269	Language other than English	2%
		Median Age	45	Overseas born	4%
19	11	Aboriginal and Torres Strait Islander Population	8.5%	University attendance	1%
Major Film Productions 2016-2021		Couples with children	19%	University qualification	9%
		Older couples without children	11%	Trade qualification	23%
12		Lone person household	33%	Employed residents	7,367
		Median weekly household income	\$972	Participation in labour force	51%
		Median weekly mortgage repayment	\$217	Local jobs	7,425
		Median weekly rent	\$192	Local Businesses	987
		Households renting	23%	Gross Regional Product	\$1.04M
		Households with a mortgage	28%	Largest Industry: Health Care and Social Assistance	
Living Desert, Tourism and Cultural Facilities 2016-2021					
# Visitors to Living Desert	# Campsite Bookings	# Visitors to Visitor Information Centre	# Visitors to Art Gallery	# Visitors to Museum	Art Gallery Funding
					
143,938	6,426	405,539	95,929	43,358	\$1.1M
Staff Demographics at 30/06/2021					
# Staff	Males		Females		
		97		75	
172					
<p>ACTIVATING PUBLIC SPACES</p> <p>Council took part in Australia's Heritage Perfectly Highlighted project, by activating public spaces and installing lighting and projection at some of the City's key locations. This involved permanent coloured lighting and projection installations at the Town Hall Facade, Civic Centre, Broken Hill Regional Art Gallery, Town Square and Sturt Park.</p> <p>The installations have added a new level of vibrancy across the City and have complemented community events and activities.</p>					

ACHIEVEMENTS IN OUR ECONOMY

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

Key Highlights

CULTURAL FRAMEWORK - In September 2018, Council awarded a tender to Neeson Murcutt Architects to develop a Cultural Framework and designs for a new library and cultural precinct. Co-funded by Broken Hill City Council and the Australian Government, the Cultural Framework informs the future development of the City's Central Business District to attract people by day and grow the twilight economy.



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

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

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

- **Supported, increased and enhanced economic opportunities by:**
 - Developing a Broken Hill Cultural Framework and designs for a new Library and cultural precinct
 - Developing a CBD Masterplan to improve and enhance the amenity of the Central Business District
 - Consulting with community and drafting the Broken Hill Cultural Plan
 - Developing a City information pack for new and potential residents
 - Providing economic and demographic data on Council website
 - Activating public spaces through the installation of lighting and projection on:
 - Town Hall Façade, Civic Centre, Broken Hill Regional Art Gallery, Town Square, Sturt Park
 - Operating the Broken Hill Regional Airport in accordance with Civil Aviation Safety Authority and legislative requirements
 - Implementing upgrades at the Broken Hill Regional Airport
 - Collaborating with industry and assisting to develop the Regional Economic Development Strategy 2018-2022
 - Collaborating with partners, working groups and alliances to advocate for strategic level economic issues
 - Advocating for business and investment in renewable energy by consulting with community and developing the Renewable Energy Action Plan
 - Advocating to maintain or improve air, rail and road access to the region resulting in
 - Five-year partnership with Regional Express, including the introduction of a 'community fare' for flights
 - The introduction of Transport NSW bus service to Adelaide and Mildura
- **Enhanced digital technology by:**
 - Advocating to improve technology resulting in the roll out of high-speed broadband
 - Developing the Broken Hill Digital Strategy
 - Providing Open data dashboards on Council's website for Sturt Park, Patton Park and Broken Hill Regional Airport Carpark
 - Activating free public Wi-Fi in Argent Street, Patton Street, Broken Hill Regional Airport and Visitor Information Centre
- **Provided Library services and programs to the community by:**
 - Implementing new hours, online services and programs
 - Upgrading Library accessibility, equipment, collections and technology

Broad engagement regarding the cultural precinct and library was conducted between 2016-2019, with residents having input into the location of a new library and archives and what features each new facility should include. Engagement methods included focus groups with consultants and staff, public engagement sessions, public activities, pop-up engagements, public displays and exhibitions, and surveys.

In 2019, Council received a \$1M grant from the NSW State Government through the Far West Joint Organisation for a tourism related project. Based on consultation with community across a number of years, Council nominated to fast-track the beautification of the Central Business District and improve wayfinding around the city for visitors.

To underpin the decision-making process, Council, invested in the Central Business District Masterplan, that also includes planning for the Patton Street Precinct, an underground street survey of the main streets in the CBD to ensure that infrastructure can be installed appropriately and in a Cultural Strategy to ensure that the decisions to improve wayfinding and other installations align with community values and vision.

Each of the projects included significant consultation with community both face to face and online. The remaining \$775,000 will be used to install the wayfinding and banner poles and the strategies will underpin the staged redevelopment of the CBD and Patton Street Precinct.

RENEWABLE ENERGY ACTION PLAN - Council is always looking for ways to enhance the opportunities that present for the City and capitalise on the many wonderful and natural elements that have seen the City proudly bestowed as Australia's First Nationally Listed Heritage City.

In part, the mining innovation that ensures that Broken Hill will forever be in the hearts and minds of the nation, sees the next chapter to be written through its efforts to 'mine the sun' and take advantage of the natural elements Broken Hill has to offer.

The Renewable Energy Action Plan creates a blueprint for Broken Hill, to use to map the course of our own (and still to be written) history, as an innovative and adaptive City.

Council plans to see all of its own buildings and ancillary operations powered by renewables by 2023 and the broader City by 2030 – meaning that the costs of electricity may very well be neutralised.

The Renewable Energy Action Plan was presented to Council and the community in late 2020 for consultation and feedback; and adopted in early 2021 as the road map forward.

The outcomes of the process will ensure a #sustainablebh and #smartbh moving forward.

End of Term Report 2016-2021

LIBRARY - The Library is a service that is free, inclusive, diverse and available for all members of the community regardless of age, culture, religion, race, gender or socio-economic status.

During the term, quite a few changes and additions were made to the Library. A State Library NSW review highlighted the need for a process and staff organisational change. The restructure incorporated two new positions being Community Engagement and Technical Services Technicians within the staffing structure. Operational changes moved focus from physical processing, to customer service delivery.

Vendor procurement processes were implemented to streamline purchase and provision of shelf ready items and Early literacy guidelines were also established to align with the State Library Early Literacy framework in provision of service, programs and events delivery.

In 2018, the Library opening hours were reduced to 42 hours per week, the reduction in opening hours provided Library staff with time away from the front counter to complete vital strategic planning and delivery of programs and increase service provision.

A state Library NSW grant provided new technology and equipment for the Library. This included update of the Library Management System; self-check-out units; eight new computers and six new gaming computers for public use; installation of smart return bin, security gates, after-hours chute and Radio Frequency Identification for tagging and tracking of Library books and items; remote printing application and 3D printer; and installation of new tables, chairs and height adjustable tables to increase accessibility. The updated Library Management System has provided members access to a 24/7 digital Library service delivery, enabling members to download eBooks, eMagazines, eAudios and to renew items and place reservations online.

In response to Council and Government COVID-19 directives, the Library closed for public access and all outreach services were suspended, until reopening was permitted. The closure of services required the Library team to rethink and adapt services to meet the needs of the community during COVID. The Library implemented new ways to provide essential services and resources by adjusting borrowing rules and return dates and adding digital services. The online Select and Collect service, connected customers to the physical Library collection. The Library continues to develop new ways to ensure the provision of Library services to the community.

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REGIONAL ECONOMIC DEVELOPMENT STRATEGY

- In 2018, Council's Economic Development team worked with state government consultants to produce the Far West Regional Economic Development Strategy (the Strategy). The importance of playing an active role in the consultation and development of the Strategy is due to it being a working document of the State Government when assessing investment in the region.

The strategy was developed to identify economic development opportunities that capitalise on the Far West's endowments and industry specialisations. The Far West Functional Economic Region (the Region) is composed of the Broken Hill and Central Darling Local Government Areas (LGAs) and the Unincorporated Far West Region. It is a sparsely populated remote region. The City of Broken Hill is a focal point of the economy, while the small urban centres of Wilcannia, Silverton, Packsaddle, Tibooburra and Menindee play important roles in the Region.

The Strategy aims to leverage the Region's endowments, such as:

- Exploited and untapped mineral resources like lead, zinc, silver, iron and cobalt ore deposits,
- Vast agricultural land supporting traditional wool and beef enterprises as well as emerging goat and kangaroo meat enterprises,
- The landscapes and abundance of space to support festivals, events and camping experiences; and
- A wealth of cultural heritage underpinned by Aboriginal and European history.

This Strategy recognises the imperative to face the Region's challenges such as declining population, droughts and mining downturns. It does this by supporting current strengths, as well as exploring opportunities to give the Region the best chance of achieving long-term, if not permanent, sustainability and vibrancy

This Strategy is the culmination of collaboration between the Broken Hill and Central Darling Shire Councils, the Villages of the Unincorporated Far West, the business community and Balmoral Group Australia.

This process successfully identified several core strategies to achieve a prosperous economic future. For each strategy, primary actions and infrastructure priorities have been identified, as well as appropriate implementing parties for lead, support and stakeholder roles. A concerted focus and effort will be required to achieve all of the outcomes. Considerable vetting of each aspect of the recommended strategies determined viability and compatibility with available resources.

The Strategy aims to:

- Support growth in Agriculture and Mining by developing regional connectivity and transport logistics to better access markets
- Grow the film and television industry and visitor economy by capitalising on the Region's heritage, cultural, seasonal and natural endowments
- Facilitate food and metal manufacturing industry growth through development of industrial land to grow economies of scale around urban centres and sustainable energy generation and storage
- Improve economic and social resilience by delivering telecommunications infrastructure to empower businesses and residents through improved connectivity in the digital economy

BROKEN HILL ALLIANCE – Established in 2018, the Broken Hill Alliance is a strategic working group that includes Council, Regional Development Australia, Department of Regional NSW and Foundation Broken Hill. This working group met regularly during the term to discuss and advocate for issues at a strategic level that require Government intervention and support to address specific City-wide and regional challenges.

ACHIEVEMENTS IN OUR ECONOMY

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

Key Highlights

CIVIC CENTRE

- The Civic Centre underwent a major refurbishment between April 2016 and August 2018.



The result has seen the Civic Centre transformed to a contemporary multi-purpose space. The transformation of the upper level from Art Gallery space to multi-functional meeting and conference space, has become a major draw card for business events conducted at the Civic Centre. There were minimal bookings conducted from 2016 to August 2018 due to extended refurbishment.

Touring productions returned to the Civic Centre post refurbishment. A total of 19 stage productions and shows, which included major regional touring productions, were made available for the community and were well supported by patrons during the term.

Business events conducted at the Civic Centre also continue to grow, with a number of government agencies and organisations using the Civic Centre function rooms as regular clients. The function rooms have delivered on the vision through the refurbishment, becoming instrumental in the success of the Civic Centre.

As a result of COVID-19 restrictions, the Civic Centre gained new clients who used the Civic Centre to meet COVID-19 restrictions and continued to do so, due to the resourcing and customer service delivery. The Civic Centre technology has also come to the fore, allowing for streaming and recording of functions to extend viewing beyond the allowed numbers attending in person at the venue.

Despite uncertainty around gatherings and live events due to the COVID-19 pandemic, the Civic Centre recorded its highest booking numbers since reopening in 2018 with 102 bookings for 2020/21.

The Civic Centre also hosted 11 conferences across the term, with attendees ranging from 80 to over 400 people.

- **Provided a proactive approach to the development, management and marketing of meetings, incentives, conferences and events by:**
 - Refurbishing and positioning the Civic Centre as hub for meetings, conferences, events and entertainment
- **Promoted Australia's First Heritage Listed City as a tourist attraction**
- **Provided authentic visitor experiences by:**
 - Operating the Visitor Information Centre (VIC) as a hub for the visitor economy
 - Adjusting to a changing industry and visitor expectations by introducing new innovations in the last 5 years:
 - Establishing the Heritage Walk Tours run by Council volunteers
 - Utilising VIC staff/branded gazebo outside the building for busy times at events or in the Central Business District
 - Establishing Visitor Information Outlets around the City, including Airport, Broken Earth Café, Library, Living Desert, GeoCentre and Art Gallery
 - Introducing online Live Chat functionality
 - Increasing social media presence via Facebook
 - Consolidating the need for an operational and strategic position by establishing the Visitor Services Coordinator role
 - Partnering with Broken Hill Production for Tourist TV project, creating short video segments on different attractions and businesses
 - Supporting the yearly visitor guide publication 'Broken Hill and the Outback'
 - Supporting the Silver Rush Campaign and associated app
 - Developing stronger ties with SA Tourism including becoming a member of the SA Visitor Information Centre network
 - Attending regular tourism conferences
 - Undertaking staff familiarisations of Broken Hill and regional product
 - Joining the RV friendly accreditation program from the Caravan and Motorhome Association of Australia

IT'S OUT THERE MARKETING CAMPAIGN

- Broken Hill City Council, Central Darling Shire Council, Destination NSW and Destination Country and

Outback formed a marketing collaboration to promote Broken Hill and Far West NSW in 2019. The 'It's Out There' campaign, championed the quirky and diverse experiences the region has to offer. The campaign showcases Broken Hill, Silverton and the Central Darling region as a 'different kind of outback' – one that is full of spirit, history, diversity and character to explore and uncover. In addition to its striking landscapes, this region has a strong community of incredible artists, a vibrant drag culture and a unique Aboriginal cultural heritage.

Council has been eager to pursue strategic marketing and this campaign shows the world a unique and genuine outback experience in the Far West.

'It's Out There' targets couples aged 45 to 60 years and designed to inspire them to visit Broken Hill and the Central Darling region as a holiday destination.

This project represents months of hard work between Destination NSW and the respective Councils, with the aim to hit the market and drive tourism to the region.

'It's Out There' Council website link
<https://www.brokenhill.nsw.gov.au/Community/News-articles/Far-West-on-show-to-the-world>

FILM - Broken Hill and the surrounding area attracted strong interest from the film industry. The industry encompasses a wide range of activities, including feature films, telemovies and mini-series, television series, documentaries, corporate and music videos, television commercials, digital content for mobile and other portable devices, digital effects, animation and post-production.

The industry is highly competitive and requires action to maintain a competitive advantage in a global market and Council is committed to championing the region as Australia's first choice in rural and remote filming.

Council assists the screen industry by providing a film liaison officer, creating an easy approval process, providing destination information and images, location advice, logistical support (such as approving traffic management plans) and introduction to industry professionals.

During the term, Council assisted over 80 projects ranging from major films, television series, photo shoots, documentaries, commercials, music videos and education projects. This resulted in over 130 permits being issued.

- **Collaborated to develop and implement a regional marketing campaign**

- **Developed proactive approach to the development and management of filming by:**

- Facilitating filming in Broken Hill and region by approving Filming applications and working with film industry
- Promoting Broken Hill as a centre for film and production in regional Australia
- Facilitating sale of Broken Hill Film Studio

- **Provided authentic visitor experiences by:**

- Collaborating with tourism industry boards and working groups to improve economic and visitor outcomes
- Promoting the Broken Hill Regional Art Gallery as a tourist attraction
- Facilitating programs, events and exhibitions at the Broken Hill Regional Art Gallery
- Facilitating Artists in Residency through the Broken Hill Regional Art Gallery
- Promoting the Albert Kersten Mining & Minerals Museum as a tourist attraction
- Facilitating programs, events and exhibitions at the Albert Kersten Mining & Minerals Museum
- Maintaining and providing public access to art and mineral collections
- Redeveloping the Kintore Reserve car park to cater for recreational vehicle parking
- Installing Gateway signs at City entry points on:
 - Sydney Road
 - Pro Hat Way (formerly Airport Road)
 - Wentworth Road
 - Adelaide Road
 - Tibooburra Road

During filming in Broken Hill, Buckley's Chance location manager John Greene thanked the Broken Hill community stating the assistance that the production team received from the City of Broken Hill was very valuable. He stated in order for location filming to be successful, the Australian Film Industry requires unique assistance from authorities and members of the public and thanked the Broken Hill community on behalf of the cast and crew, for hosting them.

In October 2017, the remake of Wake in Fright, filmed in Broken Hill and Silverton, screened on Channel 10 with the associated location marketing. The remake of Wake in Fright provided Council with an opportunity to trial its new dedicated fibre optic link at the Civic Centre. The lack of speed prior to the connection meant that the time lag between requesting data and getting it to the local machine was prohibitive. The fibre-optic connection has eliminated many of the latency issues particularly when downloading or uploading video or high-definition content and created revenue opportunity. The producers of Wake in Fright leased the new fast fibre internet connection from Council to carry their footage over the internal network to the Civic Centre, where it could jump onto the Telstra fibre connection and onto the internet. ESA Productions reported back to Council that this was the first time they had used this method of working within Australia - uploading their rushes to Sydney for editing the next day and downloading completed footage for review on the ground the next morning. Previously film makers sent a runner to the Airport each day with a storage device to be transported on the flight to the City and returned next day. The team said that this was a "game changer in how they operated". The Civic Centre also hosted a number of production crews during this time as a production office.

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

In 2019/20, Council introduced a small fee for the processing of commercial permits, to assist in the administrative cost of supporting the industry, which included traffic control assessments and processing of COVID-19 forms.

During 2019/20, Council provided location advice, film approvals and the administration of COVID safety forms for film crews who visited the City. While filming in Broken Hill was impacted by COVID-19, resulting in a reduction in the number of film crews visiting the region, it was still a busy year. Production companies who could not travel internationally, took the opportunity to find destinations locally, for forward projects.

In 2021, Council liaised with the team from Mad Max to ensure the 2022 filming is a success. Council also invested in an industry specific advertising feature in Inside Film to feature Broken Hill and Silverton and continues to advertise in the Production Directory.

Council also worked closely with the industry during the establishment of Screen Broken Hill, supporting the local industry to develop a central industry point of contact in Broken Hill. Screen Broken Hill is now a local one-stop shop for film makers seeking support in the region.

MAJOR PRODUCTIONS 2016-2021

2021: Wolf Like Me - Stan Original Series
2021: Total Control - ABC TV Series
2021: The Living Room - Network 10 TV Show
2020: Carmen - Movie
2020: RFDS - Channel 7 TV Series
2020: The Amazing Race - Network 10 TV Show
2020: Australian Ballet for the '2020 Season: A Year of Limitless Possibilities' feature advertisement – extended commercial
2019: Locusts - Movie
2019: Buckley's Chance - Movie
2017: Fighting Season - TV Series
2016: The Leftovers; Welcome to Australia - TV Series
2016: Ferrari. Night Into Day - Cinema Advertisement

ACHIEVEMENTS IN OUR ECONOMY

A supported and skilled workforce provides strength and opportunity

Key Highlights

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

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

Following consultation with staff, a draft set of new internal organisational values were developed in December 2018. Eighty two percent (82%) of the available workforce participated in the consultation workshops; including full time, part time and casual staff; demonstrating staff having a genuine interest in the sessions and a desire to influence the organisation's values. A 12-month trial of the draft values was then implemented to validate and verify their effectiveness. Values feedback sessions were held and all staff were invited to participate in the feedback process. Council's management reviewed and endorsed the changes to the values and associated behaviours, which were then published to all staff.

WOMEN IN LEADERSHIP - Based on Council's EEO statement and to encourage gender equity throughout Council's management team, Council offered the opportunity for female staff to participate in the Compass Women in Leadership Program.

Participants use the Life Styles Inventory concept during the program to assist them to identify their beliefs, values, behaviours and assumptions about themselves.

The Women in Leadership Program is holistic in nature and enhances leadership capability at work and home and helps reframe the way participants view themselves, so they can lead authentically, with influence, visibility and in alignment with their values.

- **Developed partnerships to identify skills gaps in Broken Hill by:**
 - Working with Regional Development Australia Far West, NSW Department of Premier and Cabinet, NSW Department of Industry, Central Darling Shire Council, Broken Hill City Council and Country Universities Centre Far West to ensure that planning is still relevant with the needs of our employers and various industries in the Far West
- **Targeted workforce skills development to provide strength and opportunity by:**
 - Developing organisational culture and values with all staff
 - Implementing a Leadership Development Program with Executive, Senior Level Management and Tier 3 Leaders and Influencers
 - Implementing a Women in Leadership Program for female staff
 - Developing partnerships with mentoring opportunities for staff
- **Increased employment potential and participation for young people by:**
 - Implementing School-based Traineeships through the Elsa Dixon Aboriginal employment program
- **Developed strategies and opportunities for education, training and learning by:**
 - Providing public space and access to equipment in the Library such as:
 - Wi-Fi and study tables
 - Computers with Microsoft Office applications
 - Computers with Gaming capabilities
 - Black and white, colour and 3D printing and scanning facilities
 - Offering computer skills training and literacy programs
 - Establishing Adult Literacy Volunteers in collaboration with Warra Warra Legal Service

To date Council has seen 16 female staff graduate from the Compass Women in Leadership Program and continues to provide this opportunity to staff.

LEADERSHIP DEVELOPMENT - To support the implementation of the workplace values, Council's Executive Leadership team (during 2018) and Senior Management team (during 2019) undertook an extensive Leadership Development Program.

By adopting a values-based leadership approach, Council aimed to ensure that the Values were more than words and were visible in our leaders' actions. Leaders developed a greater understanding of what it takes to be an effective leader, understanding character strengths, constructive leadership styles and emotional intelligence. The Leadership Program was delivered in quarterly workshops, through individual coaching and via webinars.

Both the Executive Leadership Team and Senior Management Team completed phase two in this development program with sessions covering the LG NSW Capability Framework principles relating to "Building Team Capability".

Council then extended the Life Styles Inventory (LSI) 360-degree assessment/feedback/coaching process to its next level leaders and influencers, with the overall outcome being a shared language of leadership across whole of organisation. This has in turn strengthened internal staff succession and future workforce planning.

SCHOOL-BASED TRAINEESHIPS - As part of Council's commitment to giving young people opportunities to work and learning in local government; Council was successful in attaining three school-based traineeships under the Elsa Dixon Aboriginal Employment Program.

This is the first time Council has taken on school-based trainees under the program and this builds on the success of Council's work experience placement program. The School-based traineeships enabled students to gain real word experience in areas of interest to them and of importance to Council, completing a minimum of 100 days of job experience over 2 years.

Council's school-based trainees undertook studies in horticulture, auto mechanics and information technology and made great contributions to their team at Council. The Elsa Dixon Aboriginal Employment Program is funded and administered by the Department of Industry, Training Services NSW.

MGNSW MENTORSHIP PROGRAM - The MGNSW Mentorship Program was funded through Museums & Galleries New South Wales and hosted by the Art Gallery of New South Wales (AGNSW).

This two-week Mentorship Program involved Council staff working with multiple teams at Art Gallery of NSW and was tailored with Marketing and Visitor Experiences; to assist the development of skills related to Front of House, Volunteer Management, Marketing/Social Media and Public Programs.

In both 2017 and 2018, the Broken Hill Regional Art Gallery's Gallery (BHRAG) and Marketing Officer and Public Programs Officer received the mentoring opportunity in Sydney, to gain a better understanding of the potential within their respective roles. During the two-week Mentoring Program, BHRAG staff were able to observe and reflect upon AGNSW's structures and different teams, gain an insight into programs and understand the operations of a large, state institution and how departments collaborate and work together to benefit and support the Gallery and its procedures. It provided an opportunity to learn how Broken Hill Regional Art Gallery could streamline the way in which it operated and how to better utilise existing resources and skills to make processes more efficient. It also enabled BHRAG staff to learn how a carefully planned approach to volunteer management can empower volunteers and assist to develop effective tools and documents to better manage the different types of volunteers the Broken Hill Regional Art Gallery has.

The program provided valuable experience for BHRAG staff to build confidence through the facilitation of programs and customer service with large volume audiences. They were also provided opportunity to take tours, speak to the public and present workshops with new, urban audiences. This professional development aided a re-framing of Broken Hill operations, to understand the diversity of Australian audiences and their requirements, as modelled by our state partners.

The experience gained in the short amount of time at the Art Gallery of New South Wales was beneficial beyond words. The partnerships that have flourished on account of the mentorship have been beneficial to the Broken Hill Regional Art Gallery's professional network and will continue to benefit and engage the local community for years to come.

EVENT MANAGEMENT - Three Council staff members were successful recipients of a Diploma of Event Management Scholarship, funded by the NSW Government's tourism and major events agency, Destination NSW. The scholarship program is part of the NSW Government's partnership with Australia's peak industry body for business events, Meetings & Events Australia (MEA), which aims to upskill and create more job opportunities for rural and regional NSW communities. Selection of recipients was by a panel which included representatives from Destination NSW, MEA and the six Destination Networks.

KEY DIRECTION 3 – OUR ENVIRONMENT

3.1 Our environmental footprint is minimised

3.2 Natural flora and fauna environments are enhanced and protected

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

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






KEY DIRECTION 3 – OUR ENVIRONMENT

Waste Management – 2020/2021

Waste delivered to Landfill	Waste Diverted from Landfill	Community Recycling	Hazardous Waste Collection	Waste Vouchers Used
				
36,828 tonnes	8,960 tonnes	1,575 tonnes	6.6 tonnes	8,840

Volunteer Working Bees – 2016-2021

Living Desert	Riddiford Arboretum	Tidy Towns – Clean Up Events
		
21	40	36

Heritage Advisory Service 2016-2021

# Advisor Visits	# Heritage Paint Grants	Value of Heritage Paint Grants	# Verandah Revival Grant/Loans	Value of Verandah Revival Grant/Loans
				
38	16	\$26,650	3	\$44,520

WENTWORTH TO BROKEN HILL PIPELINE

The 270km Wentworth to Broken Hill (W2BH) Pipeline was constructed during 2017/18. Council regularly met and corresponded with WaterNSW and contractors on the progression of the pipeline and raising any matters of concern on community safety, communication to the community, loss of vegetation in the Albert Morris Regeneration Area, loss of trees in road verge/nature strips, road reinstatement requirements, soil management and contamination management.

ACHIEVEMENTS IN OUR ENVIRONMENT

Our environmental footprint is minimised

Key Highlights

CITIES POWER PARTNERSHIP - Through Council's Community Strategic Planning process, the community expressed a number of significant aspirations for the future which included reducing resource consumption and minimising waste, increased use and innovation of renewable resources and decrease in the use of non-renewable resources, the reuse and recycling of resources and planning for the minimisation of environmental impacts associated with mining activity on the City.

In 2017 Broken Hill City Council became a Power Partner with Cities Power Partnership. This partnership allows Council and the community to work in collaboration with other Councils and stakeholders to investigate best practice, share opportunities and knowledge and ensure that a national asset is protected for generations to come.

Broken Hill City Council has committed to the following five Cities Power Partnership environmental pledge items Renewable Energy Action, Energy Efficiency Action, Sustainable Transport Action, Sustainable Transport, Work Together and Influence.

Renewable Energy Action - Install renewable energy (solar PV and battery storage) on council buildings for example childcare facilities, libraries, street lighting, recreation centres, sporting grounds, and council offices. Council pledge - investigate opportunities for Council buildings and facilities to achieve 100% renewable status. Council installed wind turbines and solar panels in parks and on buildings.

Energy Efficiency Action - Roll out energy efficient lighting (particularly street lighting) across the municipality. Council pledge - rollout LED street lighting with smart controls. Council is working with other southern Councils in NSW on the Southern Lights Project to reduce energy usage and maintenance of its street lighting infrastructure with the introduction of LED street lighting with smart controls. A joint project between Essential Energy and Council saw Council purchase new LED light fixtures and Essential Energy completing installation. Council also monitors energy consumption through its Planet Footprint subscription service.

- **Supported the reduction of resource consumption and minimising waste by:**
 - Joining the Cities Power Partnership
 - Implementing Cities Power Partnership environmental pledge items:
 - Renewable Energy Action
 - Energy Efficiency Action
 - Sustainable Transport Action
 - Sustainable Transport
 - Work together and influence
 - Developing and implementing the Sustainability Strategy 2018-2023
 - Installing renewable energy wind turbines and solar panels in parks and on buildings
 - Introducing initiatives for reducing landfill such as reusable shopping bags and coffee cups
- **Reduced impacts on the environment by:**
 - Implementing upgrades at the Waste Management Facility
 - Installing the Waste Transfer Station at the Waste Management Facility
 - Introducing hybrid light fleet into Council fleet
 - Facilitating Clean Up Australia Day activities
 - Facilitating Tidy Towns Clean Up activities
 - Facilitating Tidy Towns Awards submissions
 - Installing Smart City Bins across the City
 - Facilitating green waste collection
 - Facilitating NetWaste Scrap Metal and e-Waste collection
 - Supporting the Waste2Art competition
 - Incorporating the NSW Climate Change Policy Framework in Council business planning and operations
 - Undertaking annual household hazardous waste collection
- **Provided opportunities for recycling by:**
 - Facilitating the Community Recycling Centre
 - Installing a mobile Community Recycling Centre at the Library
 - Providing reuse and recycling information on Council website
 - Promoting use of the Community Recycling Centre through media channels
- **Supported minimisation of environmental impacts associated with mining activity by:**
 - Facilitating the Broken Hill Lead Reference Group meetings
 - Facilitating lead remediation projects
 - Participating in stakeholder reference groups in relation to mining operations in the City
- **Advocated for a permanent water source resulting in the Wentworth to Broken Hill pipeline construction**
- **Advocated for a sustainable Darling River system**

Sustainable Transport Action - Providing for adequate cycle lanes (both space and connectivity) in road design and supporting cyclists through providing parking, and end-of-ride facilities (covered, secure bike storage, showers, bicycle maintenance and incentives). Council pledge - renew and improve our cycling, walking and mobility connections to reduce carbon emissions and increase our City's liveability. Active Transport Plan developed by Council includes bicycle, walking and mobility paths.

Sustainable Transport - Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles. Council pledge - introduction of hybrid or electric vehicles to Council's fleet as part of fleet replacement. Council introduced hybrid light fleet in 2018.

Work Together and Influence - Set city-level renewable energy or emissions reduction targets and sustainable energy policies to provide a common goal and shared expectations for local residents and businesses. Council pledge - achieve 100% renewable status for the City of Broken Hill by 2030. Council adopted and implemented its Sustainability Strategy and Renewable Energy Action Plan.

WASTE MANAGEMENT AND RECYCLING - Waste Reduction Projects were carried out during the term which included the annual Household Chemical Cleanout, Waste Reduction Media Campaign in partnership with Netwaste, Recycle Right Competition, the Garage Sale Trail, Waste to Art and Clean Up Australia Day.

The Community Recycling Centre (CRC) continued to improve the recycling capability of the facility with commingled recyclables increasing during the term. An additional, mobile CRC was installed in the Broken Hill City Library at the beginning of 2020, to allow for greater accessibility to recycling of household problem items. A total of 1,575 tonnes of comingled recyclables was received in 2020/21, an increase of 23% from the previous reporting year and new weighbridge software was also installed in 2021 to improve reporting accuracy.



WASTE TRANSFER STATION - The Waste Transfer Station opened in February 2020, to improve recycling opportunities, reduce waste to landfill and reduce windblown litter.

The Waste Transfer Station also encourages residents to recycle and rethink waste and removes the indiscriminate 'tipping' of waste.

Residents are encouraged to sort their waste prior to visiting to the Waste Management Facility, to utilise recycling opportunities and assist in reducing the amount of waste heading to landfill.

The Waste Transfer Station creates a more user-friendly facility, provides easy access for vehicles to utilise sealed roads and provides a clean and tidy space to easily dispose of waste.



ENVIRONMENTAL LEAD REMEDIATION

Broken Hill Lead Reference Group - The Broken Hill Lead Reference Group meets quarterly and includes representatives from Council, Broken Hill Environmental Lead Program, CBH, Perilya, NSW Health, Essential Water and community representatives. Representatives submit reports at meetings, providing updates on lead related programs and projects being undertaken in their areas. The group is a collaborative group that work on addressing the issue of environmental lead in Broken Hill.

Broken Hill City Council and Broken Hill Environmental Lead Program – Memorandum of Understanding

- Council resolved at its Ordinary Meeting of 18 March 2016 to support the partnership between the Broken Hill Environmental Lead Program (BHELP) and Council, to manage the impact of environmental lead in Broken Hill and on the Broken Hill community.

The Memorandum of Understanding outlined the partnership between the two organisations with a focus on public land remediation, park management; focusing on playground equipment and bare soil areas and a street sweeping program to remove silt, focusing on lead affected areas following rain events.

The spirit of co-operation between Council and BHELP to deliver lead management projects has seen many lead remediation projects completed and increased street sweeping activities.

Lead Remediation - Lead remediation projects undertaken included:

- Queen Street remediation works
- South Road - Block 10 remediation works
- AJ Keast Park fencing project
- E.T. Lamb Memorial Oval capping works
- Patton Park Refurbishment Project
 - Construction of shelter over new playground equipment
 - Handwash basin at the playground
- Fencing off of the BMX track at O'Neil Park
- Ongoing Street sweeping operations

Queen Street Lead Remediation Project - The Broken Hill Lead Reference Group identified the area behind Queen Street residents adjacent to the old tailings dam, as an area of high lead concentration. The remediation decided for the area was capping the site with limestone, loam and mulch to suppress the spreading of lead dust and encourage flora growth.

Additional features to the project included constructing a fence around the site with warning signage, capping the batters of the tailings dam and adding swales to the site to control stormwater flow.

South Road – Block 10 Lead Remediation Works

Program - This project targeted reducing airborne dust levels in an area of Broken Hill highlighted as having elevated soil lead levels, through the capping of the soil with a rock mulch layer. The process reduces airborne dust and easy access to the contaminated soils. This method has in the past proven effective in reducing dust. Lead levels on South Road - Block 10 posed a threat to nearby residents and the local RSPCA complex. The scope of works to mitigate the dust levels was approximately 21,132 m² area. Works undertaken included:

- Cleared all grass, minor shrubs (non-native), rubbish and debris and prepared for capping material
- Filled and compacted with 100mm road base with water and mechanical rollers



- Capped with crushed blue metal 65mm or 35mm size appropriate for the area

AJ Keast Park – New Fencing - The Broken Hill Environmental Lead Program funded the installation of a fence separating AJ Keast Park from the lead contaminated hill of Block 10 Lookout. The fence was completed in June 2017.

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

Street Sweeper - A new Street Sweeper commenced working around our streets in late July 2016. The Broken Hill Environmental Lead Program (BHELP) has provided \$50,000 of funding over a 4-year period to support street sweeping in Broken Hill.

Some of these funds were allocated to install extra micro sprayers on the vehicle and to support extra sweeping time, particularly after wet weather events. Council and BHELP staff worked together to develop Lead Smart signage that was placed on the side of the street sweeper, promoting a lead safe community.



Mini Street Sweeper - To continue supporting a lead safe community, Council purchased a new miniature street sweeper in 2017 to keep the shopping precincts in the City's Central and South districts cleaner. The ride-on vehicle was predominantly used in the Central Business District (CBD), Patton Street and around the Civic Centre, to provide an extra level of cleanliness and to also maintain a neat appearance for tourists and locals. Being more agile, the mini street sweeper was able to get into gutters and smaller spaces, while also cleaning footpaths in areas with high foot traffic and additional vehicle traffic.



SUSTAINABILITY STRATEGY - Broken Hill City Council is committed to developing a sustainable and liveable City. As a result, Council faces a number of challenges within this space to ensure energy, procurement, carbon footprint, water, waste, environmental impacts and built environment are managed so future generations can enjoy the City in which we live in.

The Sustainability Strategy 2018-2023 provides a direction for Council to consider everything it does to work in a more sustainable way. It identifies 11 Sustainability Action Plans which include energy, water, waste, transport and the built environment. These action plans have been developed in line with the Sustainable Development Goals adopted by the United Nations as part of the 2030 Agenda for Sustainable Development.

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



1. Energy Efficiency Plan - Reduce energy use, costs and greenhouse gas emissions



2. Renewable Energy Plan - Produce energy from renewable sources to reduce costs and greenhouse gas emissions



3. Gas Consumption Plan - Reduce energy use, costs and greenhouse gas emissions



4. Transport Energy Plan - Reduce fuel consumption and promote active transport (reduce Greenhouse Gases)



5. Sustainable Procurement Plan - Use procurement to support positive environmental, social and economic outcomes



SUSTAINABLE DEVELOPMENT GOALS



6. Carbon Emissions Plan - Measure and reduce greenhouse gas emissions



7. Water Plan - Reduce water use, costs and have a positive impact on liveability



8. Waste Plan - Reduce waste to landfill, increase recycling and re-use of resources



9. Plan for Minimising the Environmental Impacts of Mining - Improve the liveability of Broken Hill



10. Plan for Enhancing and Protecting the Natural Flora and Fauna - Improve the liveability of Broken Hill



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



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

<https://www.brokenhill.nsw.gov.au/Council/Other-strategies-documents/Sustainability-Strategy-2018-2023>

ACHIEVEMENTS IN OUR ENVIRONMENT

Natural flora and fauna environments are enhanced and protected

Key Highlights

RIDDIFORD ARBORETUM - The Riddiford Arboretum Sculpture Symposium was funded by Create NSW, in partnership with Broken Hill City Council. Artist Robbie Rowlands was commissioned by Council to create the sculptural works installed at the Riddiford Arboretum in 2020.

The project combines nature's forms and our mining heritage to interpret the significance of Australia's first green belt and the ground-breaking work of Albert Morris, the Barrier Field Naturalists' Club and the Zinc Corporation to green our City.

The first sculpture, 'Diviner', stands at around six metres and was constructed of rock bolt splits from CBH's mining operations. The sculpture is inspired by the plants and foliage found in the arboretum and the region.



Mr Rowlands worked with the Riddiford Arboretum Committee and TAFE NSW, who provided the assistance of their metalwork teacher, Graham Banks, Boilermaker and TAFE NSW metalwork graduate, Anthony Kelly and TAFE NSW apprentices Aston Reid and Cody Pascoe to assist with the project.

The second sculpture, 'Nestle', spans four metres in diameter and is inspired by the natural form of curled bark that the arboretum's trees produce and was constructed from the recovered tension rods which were part of the CBH historic head tower, with an aim to find a way to allow the rods to be kept in original condition and structure.

- **Protected and enhanced natural environments by:**
 - Managing and maintaining the Living Desert
 - Developing and operating the Starview Primitive Campsite
 - Maintaining Regeneration Areas, Common Areas and associated fencing
 - Installing a Walking Track in the South Regeneration area
 - Undertaking noxious weed eradication programs
 - Managing and maintaining the Riddiford Arboretum
 - Installing the Sculpture Symposium in the Riddiford Arboretum
 - Developing the Tree Management Plan
- **Increased awareness and understanding of the natural environment by:**
 - Facilitating Living Desert educational tours for locals and visitors
 - Facilitating Clean Up Australia Day activities
 - Facilitating Tidy Towns Clean Up activities
 - Facilitating Tidy Towns Awards submissions

Combining the Sculpture Symposium with the Arboretum was a perfect way to provide an educational tool for current and future generations of locals and tourists, to understand our unique conditions here in the outback and the steps we've had to take to overcome them.



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

The Friends of the Flora and Fauna of the Barrier Ranges Committee undertake activities at the Living Desert, such as weed management, path clean ups, maintenance works and new works within the flora site and campsite areas. The volunteers also assist with the opening and closing of the Living Desert.



STARVIEW PRIMITIVE CAMPSITE - The Starview Primitive Campsite officially opened in November 2017. The campsite provides 15 unpowered sites, a wood-chipped tent area, a shelter with free gas BBQs and picnic tables, accessible toilets and showers, drinking water and star-view seating. After hour access is provided via entry code. The Campsite offers a maximum 5 nights stay, with no pets or fires allowed.

The Starview Primitive Campsite provides another avenue for tourists to come to Broken Hill and enjoy a genuine outback experience. The installation of a new electric gate at the main entrance to the Living Desert, caters for the operation of the Starview Primitive Campsite, allowing Campsite visitors to enter and exit outside of the opening hours.



Starview Primitive Campsite



TIDY TOWNS – The Tidy Towns Committee, as part of caring for our environment, regularly conducted clean-up activities throughout the term in a bid to reduce litter in and around our City. This small group of dedicated Committee members and volunteers worked tirelessly picking up litter in our parks, cemetery and roadways.

Throughout the term, Council supported the Broken Hill Tidy Towns Committee to submit entries to the Keep NSW Beautiful Blue Star Sustainable Cities Awards Programs. Broken Hill's success in these awards, is an example of the Tidy Towns dedication to the local environment and a recognition of the City as a sustainable community.

SUSTAINABLE CITIES TIDY TOWNS AWARDS 2020

WINNER: Overall Population Category D (Population category D: 12,001-20,000)

Judges' comment: Like many communities and towns in NSW, Broken Hill has been badly affected by the drought and more recently, the COVID-19 pandemic. Prior to these, Broken Hill was experiencing serious and unique threats to its viability caused by climate change, a decline in mining activity, isolation and a decline in population. The City Council resolved to address these threats and embarked on a plan to strengthening the City's resilience.

WINNER: Environmental Communication Award - Population Category D - Greening the Hill Mk2 - The Call to Action - Landcare Broken Hill

WINNER: Circular Economy Award - Population Category D - Lifeline Broken Hill Country to Coast Tip Shop

WINNER: Waste Less, Recycle More Award - Population Category D - Lifeline Tip Shop Recycling Centre, Lifeline Country to Coast from Broken Hill

WINNER: Community Spirit and Inclusion Award - Population Category D - Greening the Hill Mk2 - A Role for Everyone. Showing Australia how it can be done, Landcare Broken Hill

Highly Commended: Young Legend's Environment Award – Population Category D - Broken Hill Scouts Clean up their Act - 3rd Broken Hill Sea Scouts

2019

FINALIST: Population Category D: (Population category D: 12,001-20,000) - Don't Be a Tosser! Litter Action Award

WINNER: Smart Thinking. Judges Comment: "Broken Hill is Australia's first heritage listed town and brings many attributes consistent with ongoing improvement to the table. Their stand-out was their Smart City Framework which will see them placed for future generations and allows the town to maintain their outstanding environmental and sustainability programs."

Heritage and Culture Award

WINNER: Broken Hill Mosque: The Surviving 'Ghan Town' Mosque in Australia

Highly Commended: Johns Bros Joyland – Sulphide Street Railway and Historical Museum.

Environmental Communication Award

WINNER: Riddiford Arboretum Conservation Park Community Spirit and Inclusion Award

Highly Commended: Broken Hill Heritage Festival 2019.

2018

WINNER: Population Category D: 12,001-20,000

Heritage and Cultural Award – Broken Hill Regeneration Reserves Management Plan

Community Spirit and Inclusion Award

SECOND: Broken Hill Cemetery Restoration

Highly Commended: 2018 Heritage Festival

2017

WINNER: Hey Tosser! Litter Action Award – Tidy Towns Volunteer Working Group

Highly Commended: Cultural Award – Sulphide Street Railway and Historical Museum Hospital Museum Annexe and Restoration.

TREE MANAGEMENT PLAN - Trees are an asset valued by the community and the Tree Management Plan was developed by Council as a guideline to staff and the community about how best to manage, protect and preserve the life of trees within Broken Hill.

The purpose of the Tree Management Plan is to provide a comprehensive framework for the conservation and management of street, roadside and parkland trees within the Local Government area. It applies to all trees under Council's management within the City's Local Government boundaries.

The Tree Management Plan provides the framework for the ongoing maintenance, protection, renewal and risk management of Broken Hill City Council trees. It is aligned with the Tree Management Policy and the proposed Parks and Open Spaces Asset Management Plan, both of which recognise that Council trees are a significant asset that are of high value to the environment and community and contribute greatly to the liveability of the City.

The presence of trees in public areas can pose a degree of risk to people, property and services and the benefits provided by these trees comes at a considerable cost in terms of installation, maintenance and impacts on infrastructure such as drainage, roads and footpaths.

The Tree Management Plan documents the management strategies that Broken Hill City Council either has in place or are to be implemented, to ensure the longevity and quality of trees within the Council's urban environments and the risk management practices used to ensure minimal adverse impact on both Council and private property due to the presence of Council managed trees.

Following community consultation, the Tree Management Plan was adopted by Council in 2021 and will be reviewed at the start of each term following the Local Government Elections, or as required to ensure that it meets the legislation requirements and future needs of Council and the community.

ACHIEVEMENTS IN OUR ENVIRONMENT

Proactive and responsible planning supports the community and the environment

Key Highlights

PLANNING - A new comprehensive Development Control Plan (DCP) was developed and adopted in October 2016. The purpose of this plan is to guide development within the Broken Hill LGA and to be consistent with the aims and objectives of Broken Hill Local Environment Plan (LEP) 2013. It contains objectives and development controls that expand upon the requirements of Broken Hill LEP 2013. Whilst a DCP does not carry the statutory "weight" of the LEP provisions, it does still provide guidance and requirements that are to be considered when preparing a proposal to develop land in Broken Hill.

Council amended the Broken Hill LEP 2013, to allow for an "additional permitted use" on land within the Broken Hill Regional Airport site. The additional permitted use was to allow for the construction of an Animal Pound, to be established and operated by Council. The Broken Hill LEP 2013 amendment was approved in January 2017.

HERITAGE STRATEGY - The purpose of Council's Heritage Strategy is to provide a summary of strategies that will be employed to guide heritage management in the City. The Strategy is prepared to meet the requirements of the New South Wales Heritage Office three-year funding agreement to support local government heritage management in New South Wales.

The NSW Heritage Office document "*Recommendations for local council heritage management*" was used by Council to inform the preparation and updating of the Heritage Strategy. This document provides a framework of nine recommendations for heritage management. These nine recommendations are reflected in Council's Heritage Strategy.

The Broken Hill City Council Heritage Strategy 2017-2020 was adopted by Council in 2017. The current strategy, Heritage Strategy 2020-2023, was adopted by Council in February 2021.

HERITAGE ADVISORY SERVICE – Council continued its Heritage Advisory Service during the term, with 2021 being its 33rd year of operation. It was the second advisory service established in NSW and has the reputation for being a very successful program.

Ms Elizabeth Vines was Council's Heritage Advisor from the introduction of the Advisory service until July 2017.

• Preserved the heritage and streetscapes of the City by:

- Amending the Local Environment Plan to include additional permitted use
- Developing and implementing the 2016 Broken Hill Development Control Plan
- Developing and implementing the Heritage Strategy
- Appointing the Heritage Advisor
- Facilitating the Heritage Advisory service
- Facilitating the Heritage Grants program
- Developing and implementing the Heritage Assistance Grants Policy
- Facilitating the Heritage Verandah Program
- Facilitating the Broken Hill Heritage Committee
- Developing and launching the Broken Hill Heritage Tool Kit
- Facilitating the preservation and maintenance of heritage listed buildings and sites
- Facilitating the Museum Advisor program and associated projects
- Facilitating the preservation and maintenance of heritage listed buildings and sites
- Restoration of historical BHP Chimney site, including construction of shade shelter and installation of interpretive signage
- Implementing the Tree Management Plan and trialling installation of mature trees in priority areas of the City

Mr Paul Davies was Heritage Advisor during the period of July 2017 until June 2020. Ms Elizabeth Vines was reappointed Heritage Advisor in July 2020 and is currently still in the role.

The Heritage Advisor:

- Provides input in the assessment of development applications likely to impact on the heritage significance of buildings and places – ensure that this is broadly applied given the National Heritage List status of the whole City.
- Provides advice for pre-Development Application (DA) meetings.
- Provides designs for new verandas including preparation of sketches and drawings in Broken Hill Heritage Conservation Areas.
- Actively promotes and identifies sources of funding for projects, such as State or Commonwealth Government initiatives and advises property owners on required information for grant applications.
- Provides input into the review of Council reports, policies and standards relating to heritage management and urban design.

MUSEUM ADVISOR PROGRAM – Dr Kate Gahan is Council's Museum Advisor. An accomplished historian and curator, Kate has been visiting Broken Hill since April 2019. Based also in regional NSW, Kate travels to Broken Hill for 20 days a year – spread across a number of visits.

Since 2020/COVID-19, Kate has visited on fewer occasions but for longer time periods. The need to drive to Broken Hill, rather than fly enroute through Sydney, has been the reason for less frequent visits.

Key facets of Kate's work here has included:

- Assisting and mentoring Broken Hill's volunteer museums in collection management – or how to improve the care of the objects or collections they hold.
- Undertaking Significance Assessments of objects or collections – which documents if, why and how an object or collection is important.
- Providing grant support to care for and interpret historic objects and collections; provide strategic guidance to museums and Council on museum and museum related matters.

Kate also provided advice and support to the staff and operation of the Albert Kersten Mining & Minerals Museum and the Outback Archives. Kate has also provided input into the current Cultural Plan process, especially advising on how museums are implicated in future cultural planning.

End of Term Report 2016-2021

BROKEN HILL MOSQUE - The Broken Hill Mosque is considered to be of State heritage significance for its rarity as the first mosque built in NSW. The mosque was built in 1891, on a site known locally as the North Camel Camp, where Afghan and Indian camel drivers unloaded their camel teams.

In April 2017, the NSW Government announced that Council would receive funding towards the project "Broken Hill Mosque: Physical Conservation and Re-interpretation of the Only Surviving 'Ghan Town' Mosque in Australia". The funding was allocated to assist in the conservation works to the interior and exterior walls. The grant was provided under the NSW Heritage Grants Program and the funding amount was matched \$ for \$ by Council.

The conservation works completed included works to the interior and exterior of the Mosque building and rear shed (early mosque) including:

- Rectification of storm water management issues that caused water to pool near the building.
- Repair of external wall structures that were unsound and had severely damaged timber framing.
- Replacement of floorboards in the Prayer Room.
- Repair of masonite timber strapping in ceiling.
- Repair to deteriorating corrugated iron roof of the rear shed (early mosque).
- Preventive and remedial conservation work on the Mosque Museum Collections in conjunction with their re-interpretation and re-display.



BROKEN HILL MOSQUE - The 'Call to Prayer' Project The work Dr Kate Gahan has undertaken to date has also resulted in the award of a major grant to undertake wider historical research to interpret the Mosque site and its collection, as well as improve the display and housing of the collection to make it safe and ensure its better care given the harsh climate or environmental conditions of Broken Hill. Sourced through Create NSW's Regional Cultural Fund the *Call to Prayer* Project, through the Broken Hill Historical Society, was awarded just over \$100,000.

With members of the Broken Hill Historical Society, and in partnership with Council, Kate is overseeing the work of several contractors to prepare a thematic history of the Mosque and its associated cameleering and cameleering families in Broken Hill and professionally design and install a new overall display and signage at the Mosque. The new and considerably enhanced display will tell the story of the Mosque and the families associated with it, through the Mosque buildings, its surrounding yard and features and the collection it houses. This completion of this work is planned for some time in early-2022.

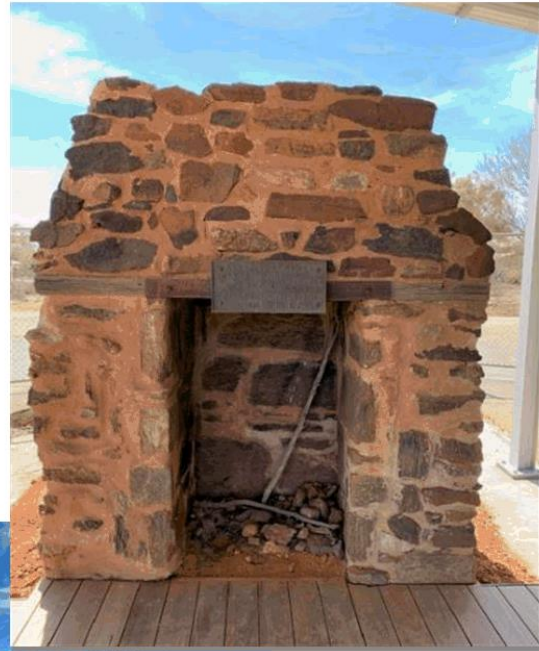
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BHP CHIMNEY PROJECT - Coinciding with the one-year anniversary of Broken Hill's inclusion on Australia's National Heritage List (January 2016), BHP CEO Andrew Mackenzie, announced a donation from the BHP Billiton Foundation, to support a major new Broken Hill City Council initiative to revitalise Broken Hill as a place to live and visit. This funding included multiple projects, one of which was to fund the restoration and protection of the BHP Chimney, being the last remnant of BHP's original office, a hut built in 1885 for the company's first manager, William Jamieson.

The BHP Chimney Ruin represents the formation of BHP – a company that has helped to shape Australia's mining, industrial and immigration policy.

In late 2019, Council engaged local company Nejaim Steel Supplies, to construct a new shelter, which was completed in April 2020.

Interpretive signage was also installed inside the shelter, providing visitors with the story of BHP and Broken Hill, along with historical photos of mining.

















KEY DIRECTION 4 – OUR LEADERSHIP

- 4.1 Openness and transparency in decision making
- 4.2 Our leaders make smart decisions
- 4.3 We unite to succeed in Australia's First Heritage Listed City
- 4.4 Our Community is engaged and informed

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



KEY DIRECTION 4 – OUR LEADERSHIP

Leadership Governance 2016-2021			
# Ordinary Council Meetings	# Extraordinary Council Meetings	# Councillor Workshops/Briefings	# Community Round Table Meetings
 55	 19	 182	 13
Audit, Risk and Improvement 2016-2021			
# Audit, Risk & Improvement Committee Meetings	# Internal Audits undertaken	# of Incentive Payments for Injury Management	Value of Incentive Payments for Injury Management
 22	 14	 5	 \$188,661
Engagement 2016-2021			
# Media Releases	# Budget Engagement Forums	Social Media Reach	Website Traffic
 600	 14	 Impressions - 11,792,099 Engagements - 865,590 1600% increase	 90% increase
Community Grants 2016-2021			
# Community Grants	Value of Community Grants		
 149	 \$619,507		

COUNCIL WEBSITE IMPROVES COMMUNICATION AND ACCESSIBILITY

Council developed a new website to better serve and inform the local community. Powered by OpenCities, the new site features an improved, simplified interface and allows all key departments within Council to have more control over their content, keeping the public informed with the most up to date information.

The new site is easier to navigate, features new easier to use forms and is far more accessible. When we talk about our Disability Inclusion Action Plan, it's not limited to just ramps, kerbs, and footpaths - It's about striving to be inclusive in all aspects of our business and this includes ensuring that all members of our community have equity of access to information and services online.

ACHIEVEMENTS IN OUR LEADERSHIP

Openness and transparency in decision making

Key Highlights

ADVOCACY STRATEGY - The emphasis our community has given to growing a sustainable economy recognises the imperative to innovate, problem solve and create new opportunities to remain relevant in a global environment that is marked by rapid social and technological change, which has been particularly evident during the past four years, with the issues surrounding the drought and COVID-19.

It also marks a shift in community appraisal, recognising that, although technology has reduced the need for labour over the years, it has also delivered efficiencies and bridged the isolation gap. Technology paves the way to operate on a national and global scale and delivers far greater opportunities in education, tourism and business. In order to reduce our reliance but also build on new opportunities in the mining industry, the community has identified strategies that reflect a commitment and determination to expand our thinking and adapt to remain relevant in the world as it is today.

This means building on existing economic platforms, like art, film, culture and tourism and on new opportunities such as technology, renewable energies and education. We must also actively pursue prospects for new business investment and encourage and support local entrepreneurialism and innovation as our economy transforms to meet new opportunities.

The Broken Hill Advocacy Strategy embraces investment in capital infrastructure, innovation and entrepreneurialism to transform the economy of Broken Hill. The Strategy, endorsed by Council in September 2018 and updated in 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 Strategy identifies the priority areas and provides a framework for actively pursuing strategies that create an environment to give our community a voice to influence decisions at a State and Federal level to improve the liveability and economic sustainability of our City.

- **Social, environmental and economic sustainability is considered when making decisions by:**
 - Developing and distributing Council's Advocacy Strategy
- **Provided accountability through planning and reporting frameworks by:**
 - Facilitating Council Audit, Risk and Improvement Committee meetings and provision of reports to Council
 - Developing and implementing Procurement Framework and Policy
 - Developing and reviewing annually Council's 4-year Delivery Program and annual Operational Plans
 - Providing reports to Council and making available to public on Council website:
 - Delivery Program progress reports
 - Operational Plan progress reports
 - Disability Inclusion Action Plan progress reports
 - Annual Reports
 - End of Term Report
 - State of Environment Report
 - Quarterly budget reviews provided in accordance with guidelines
 - Financial Statements provided in accordance with accounting standards and codes
 - Reporting of Public Interest Disclosures and Code of Conduct Complaints
 - Declaring Conflicts of Interest
 - Updating and implementing the Compliance and Enforcement Policy
 - Updating and implementing the Complaints Management Policy

This includes opportunistic and programmed activities such as writing submissions, direct lobbying, delegations, face to face meetings, correspondence, media activities and public campaigns.

The Strategy is underpinned by a projected \$50m integrated infrastructure development that includes a focus on the activation of the Central Business District, through the development of the Masterplan and Cultural Precinct, expansion of available industrial land for industry expansion, a strategic housing strategy, improved connectivity and destination marketing. The strategy underpins Council activity to interact strongly with other spheres of government, business, industry and service providers to identify emerging opportunities and achieve practical support to achieve those opportunities.

LIVE STREAMING OF COUNCIL MEETINGS AND AVAILABLE RECORDINGS - Since December 2019, all councils in NSW have been required to webcast their council meetings under the Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code).

Council has been livestreaming meetings via Facebook and YouTube since July 2019. Streams are also archived on Council's website for viewing at a later date.

COUNCIL MEETING SUMMARIES AND ONLINE SUBMISSIONS - To ensure Council meetings and their outcomes are as accessible as possible, Council has been providing short written summaries of meetings for the entire current term of Council to complement live streams.

In February 2019, Council enabled online submissions to projects or documents on display, via the Council website and OpenForms.

Links to relevant documents and the online submission form are included in each meeting summary to make it easy for locals to find and comment on Council business.

COMMUNITY SATISFACTION SURVEY - In June 2018 Council conducted a Community Satisfaction Survey in conjunction with IRIS Research. A total of 333 locals were contacted at random by phone to give their feedback on various aspects of Council and the City itself and an online survey was also available. The methodology provided statistically relevant feedback on Council services. A further survey will be undertaken in the new term of Council.

- **Provided accountability through planning and reporting frameworks by:**

- Reviewing Agency Information Guide annually and providing on Council website
- Updating and implementing the Complaints Management Policy
- Developing and implementing the Customer Service Framework, Strategy and Guidelines
- Implementing Call Centre functions to assist customers with telephone enquiries

- **Provided communication and participation for the community by:**

- Developing a new Council website to improve communication and accessibility
- Making Council Business Papers available on Council website
- Facilitating Public Forums at monthly Council meetings
- Commencing live streaming of Council meetings
- Providing a summary of Council meetings on Council website
- Providing the opportunity to make submissions online for projects and documents on display via Council website
- Undertaking a Community Satisfaction Survey and communicating results on Council website

ACHIEVEMENTS IN OUR LEADERSHIP

Our leaders make smart decisions

Key Highlights

INTERNAL AUDITING - Internal audit is an independent, objective assurance and consulting activity designed to add value and improve Council's operations. It helps Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit provides an independent and objective review and advisory service to:

- provide assurance to the Council, and the Audit, Risk & Improvement Committee, that the Council's financial and operational controls, designed to manage Council's risks and achieve the entity's objectives, are operating in an efficient, effective and ethical manner; and
- assist management in improving Council's business performance.

Broken Hill City Council engaged O'Connor Marsden & Associates to undertake an internal audit function of Council's services in July 2018. This engagement included the scheduled audits as per the internal audit plan, as well as additional audits as requested by the Executive Leadership Team or through the Audit, Risk & Improvement Committee.

In this term of Council 14 audits were completed:

- Asset Inventory Management (Garage)
- Procurement Activities at Waste Facility
- Payroll
- Rates
- Recruitment and Performance Management – Waste Management
- Procurement Process
- Swimming Pool Compliance
- Cyber Security
- Governance using the Governance Lighthouse Framework
- Councillor Expenditure
- Airport Security
- Airport Revenue
- Management of Community Facilities and S355 Committees
- Project Management

From the 14 Audits, 125 improvement actions were identified and at the time of writing this report 58 of those actions were completed with another 37 actions commenced.

End of Term Report 2016-2021

- **Supported leaders to make decisions by:**
 - Councillors attending workshops, training and briefing sessions
 - Developing and implementing Code of Meeting Practice Policy
 - Facilitating Audit, Risk and Improvement Committee
 - Undertaking Audit, Risk and Improvement Committee meetings
 - Undertaking WHS/Risk Committee meetings
 - Facilitating Workplace Consultative Committee meetings
 - Upgrading Enterprise Risk Management Framework and systems including Risk and WHS Management systems and processes
 - Implementing Council's Strategy Map and Internal Engagement Matrix
 - Undertaking and reporting on internal audits
 - Asset Inventory Management (Garage)
 - Procurement Activities at Waste Facility
 - Payroll
 - Rates
 - Recruitment and Performance Management – Waste Management
 - Procurement Process
 - Swimming Pool Compliance
 - Cyber Security
 - Governance
 - Councillor Expenditure
 - Airport Security
 - Airport Revenue
 - Management of Community Facilities and S355 Committees
 - Project Management
- **Kept leaders informed of external decisions and information that may impact on local decisions by:**
 - Researching and providing well documented reports to Council
 - Implementing changes to Council operations in accordance with legislation and regulations
 - Councillors and Council staff members attending conferences and meetings
 - Implementing Council's Business Continuity Plan and Continuity Management Team in accordance with COVID-19 pandemic requirements

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COVID-19 RESPONSE - The COVID-19 (novel coronavirus) pandemic is an unprecedented public health crisis which has fast tracked an associated economic crisis. Short term unemployment rose significantly, with job losses impacting many sectors across our community such as accommodation and food services, retail trade, arts and recreation services, education services, construction and professional services. With a long-term projected decline in population for Broken Hill, it was feared further job losses may hasten any decline, unless focussed stimulus was implemented and received.

To date the broader financial implications of the pandemic have been severe. The City of Broken Hill has not been immune to these impacts and has sustained a significant financial impact from this crisis. Major projected and actual impacts include additional operational costs as the Council increased cleaning and maintenance regimes and losses in revenue as the local community and wider economy were impacted.

Prolonged and reoccurring closures/restrictions of the City's community facilities, such as the Broken Hill Regional Art Gallery, Aquatic Centre and other community centres, have resulted in a reduction in revenue and visitation and the City now needs to rebuild from this base.

A range of initiatives designed to alleviate financial pressure on residents and small businesses across the City were presented to Council in March 2020. They included a revised procurement policy to favour local businesses, a freeze on overdue interest and a freeze on debt recovery until 31 December 2020.

To reduce the threat to its own operations, Council initially closed customer-facing facilities, expanded online service alternatives, discouraged non-essential staff travel and encouraged staff to work from home where possible, to reduce risk of infection both in the workplace and the wider community.

By late September 2020, the pandemic had mostly eased in regional NSW and Council was able to gradually ease restrictions on facilities after implementing COVID-19 Safety Plans and greatly increased safety measures.

The major financial impacts over the past two financial years have resulted in:

- Reduction in revenue from user fees and charges and investment income.
- Reduction in revenue for capital grants due to COVID-19 related delays in capital projects.
- Increased maintenance and cleaning expenditure partly offset by reductions in staff training and travel expenses.

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

In the 2019/20 Long Term Financial Plan, Council had budgeted for a return to pre-COVID conditions for revenue and expenditure assumptions for the 2022 Financial year. With Australia now operating in an environment of what is considered 'COVID Normal', these assumptions remain true.

Council is beginning to see an uplift in revenue generation and the City has experienced a tourism boom over the past 6 months.

Council's foresight in taking advantage of T-Corp's lending opportunity to safeguard Council's workforce and stimulate the local economy through major liveability and amenity improvement projects will be finalised in the upcoming financial year to further sustain the long term growth of the City as well as renewing core infrastructure.

STIMULUS PACKAGE - In 2020-21 Council took advantage of the Office of Local Government's stimulus package, taking out a \$10M loan at a fixed rate of 1.85% p.a.

These funds allow Council to fast-track infrastructure renewal in the short term and leverage grant opportunities that may effectively turn \$10M of projects, into \$20-30M projects through co-contributions.

- **Ensured our local Council is strong and sustainable by:**
 - Maintaining good governance by ensuring compliance with various guidelines, legislation and reporting requirements
 - Developing and implementing annual Long Term Financial Plans
 - Developing and implementing Procurement Framework and Policy
 - Updating and implementing the Workforce Management Plan
 - Updating and implementing the Sponsorship Policy
 - Developing and implementing the Service Review Framework
 - Undertaking Service Reviews and ensuring Council operations are efficient

COUNCIL REINVESTS SAVINGS ON INSURANCE

COSTS - Council announced in 2016/17 that it was set to save \$456,713 each year after reviewing its general insurance portfolio. Council commenced undertaking an extensive service review process to improve the effectiveness and efficiency of all aspects of its operations in 2016. As part of this review, Council held talks with a number of insurers, including its previous insurer, Statewide Mutual. Council then participated as part of a group tender process with 10 other regional Council's, to test the commercial insurance market, Statewide Mutual was the successful tender and offered Council a greatly reduced premium for 2017/2018. That premium was unanimously endorsed by Councillors at a Council meeting, resulting in a saving of \$456,713 on insurance costs compared to 2016/2017.

This was a terrific result for Council that has led to some welcome upgrades and improved areas of Council's business that represented the greatest insurance risk that contributes to claims against the Council.

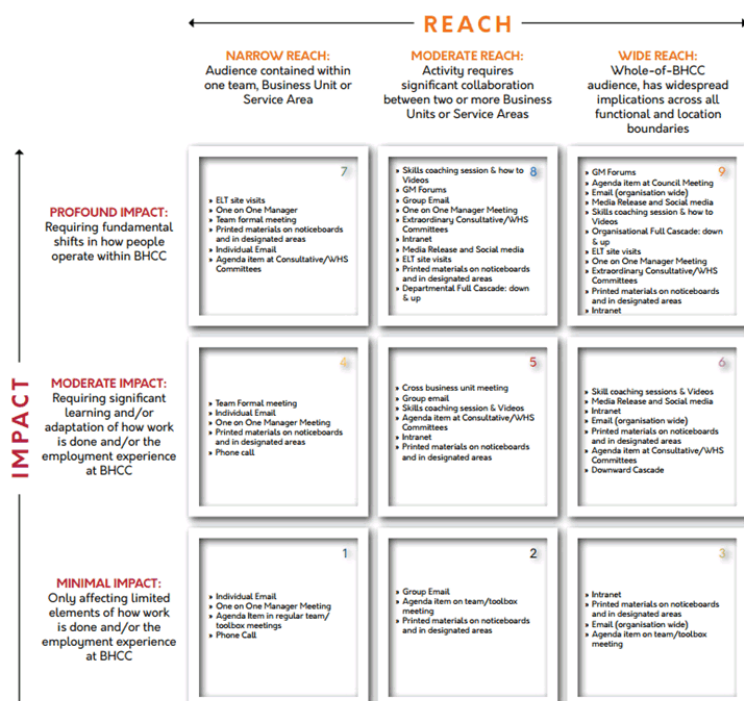
From these savings Council has made investments in footpath improvements, installed CCTV to discourage vandalism or graffiti, redeveloped parks and generally improved assets that are a risk for Council and the community. Savings were also allocated to complete maintenance on high-risk infrastructure and staff development/training centred on helping them to better identify, manage and prevent risks/hazards.

INTERNAL ENGAGEMENT MATRIX

- Council worked with Dattner-Grant to complete a communications matrix to help simplify internal communications. The workshops identified a variety of methods in which Council uses for internal communications and that it was not always easy to work out which method is suitable for the message trying to be conveyed.

The end result of the workshops was a simple two-page reference sheet (with some extra explanations) to help teams decide the best communication method that aligns with the importance and required reach of their message.

The matrix provides guidelines on communication and engagement activities appropriate to each of the nine possible combinations of **Impact** and **Reach**.



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STRATEGY MAP - The Strategy Map summarises outcomes the organisation seeks to achieve and assists the workforce to understand their roles in service delivery to the community and improvement of performance.

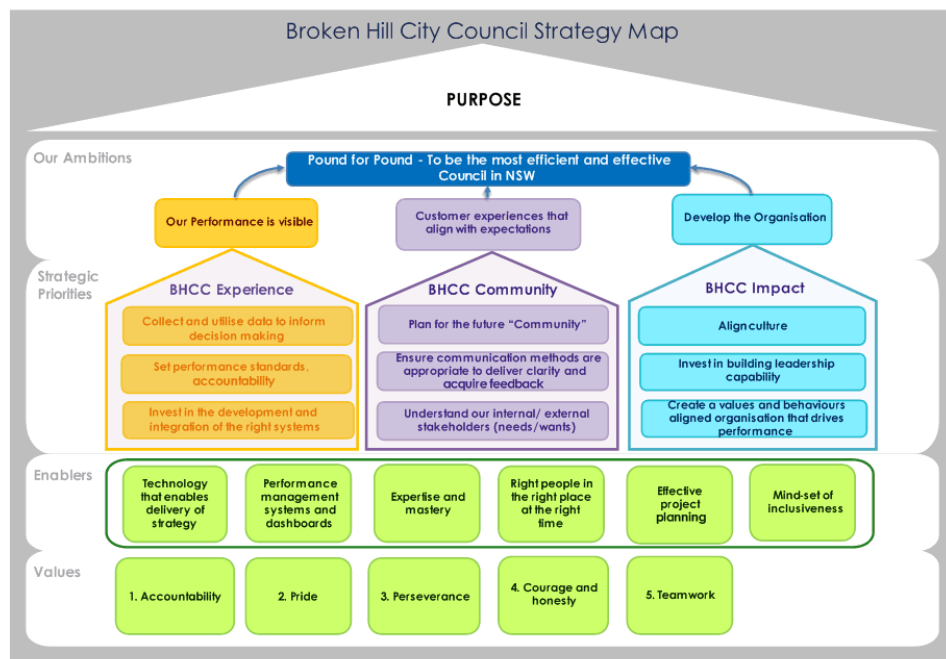
Our vision to be 'pound for pound' the most efficient and effective Council in NSW. We don't have the resources of other councils around the State, so we must continue to punch above our weight, and do the best we can with what we have at our disposal.

The Map was developed as an exercise by the Executive Leadership Team, to achieve a clear vision and mission for the organisation to be its best regardless of the service being provided.

The three strategic priorities for Council experience are:

- Performance – Play your role – Your work contributes to our success.
- Visibility – What standards we set for service, how we measure them and how we report them to stakeholders.
- Systems – Technology and innovation help us to be more efficient and effective.

Council remains committed to providing a workplace environment where our current and future employees enjoy coming to work and take pride in delivering services to our community.



Theme Definitions



ACHIEVEMENTS IN OUR LEADERSHIP

We unite to succeed in Australia's first heritage listed City

Key Highlights

RECONCILIATION ACTION PLAN - Council completed its second Reconciliation Action Plan (RAP) in October 2020, after a period of discussion, liaison and action setting within Council departments, consultation with Traditional Owners and members of the Aboriginal community and Aboriginal Community Working Party. This plan was formally endorsed by Reconciliation Australia in October 2020. The RAP covers the period October 2020 to October 2022.

A Reconciliation Action Plan Working Group was established in 2019 and maintains membership from Councillors, the local Aboriginal community and Council staff. This group meets quarterly to discuss actions in the RAP and other items of interest in the community and provides advice to Council on engagement where required.

The period impacted by COVID-19 restrictions resulted in consultation with the working group occurring through digital technology and email.

DISABILITY INCLUSION ACTION PLAN - Council is committed to working with the community to achieve an increasingly inclusive and accessible local government area.

Council worked with people with disability, their families and supporters to develop the 2017-2021 Disability Inclusion Action Plan (DIAP). A Working Party, consisting of people with disability, as well as key Council staff was developed to guide the process. The Working Party provided guidance to the Project Team on how to engage people with disability in the consultation and survey process. The Working Party also gave detailed information on barriers that currently exist to full inclusion, as well as ideas and strategies to address them.

The strategies within the DIAP seek to create improved and equitable opportunities for all persons living with disability to access the full range of services and activities available in the community.

The DIAP provides strategies, actions and performance measures designed to address the specific issues raised by people with disability.

- **Identified opportunities and developed relationships to work together by:**
 - Councillors participating in Committees and Working Groups
 - Facilitating the Reconciliation Action Plan Working Group
 - Developing the Reconciliation Action Plan 2020-2022 and endorsement by Reconciliation Australia
 - Facilitating the development and implementation of the Disability Inclusion Action Plan 2017-2021
 - Facilitating the Disability Inclusion Action Plan Monitoring Group
 - Facilitating Community Strategic Plan Round Table Committee meetings
 - Implementing the Community Assistance Grants program
 - Collaborating with other Councils and becoming a member of the Far South West Joint Organisation
 - Maintaining strong relationships and regular contact with local State Member, local Federal Member, Minister of Local Government and other Ministers
 - Collaborating with Western Division Councils of NSW for united advocacy at state and federal government level
 - Collaborating with Australian Mining Cities Alliance Councils

WESTERN DIVISION - The Western Division Councils of NSW (or "Western Division") is a collaborative body representing the eight Councils in Far West NSW including Broken Hill City Council. The Western Division covers 42% of the state with member councils representing more than 40,000 outback residents. Since its establishment in the 1920s as part of the NSW Shires Association, the Mayors and General Managers of member Councils have met three times a year to co-ordinate and collaborate on topics of common interest and present a united front when advocating at the State and Federal levels. In 2021, the annual Western Division Conference was held in Broken Hill, after it was deferred in 2020 due to COVID-19.

The strategies and actions are divided into four Focus Areas, as follows:

1. **Attitudes and Behaviours** - This includes fostering positive attitudes and behaviours towards people with disability and removing attitudinal barriers that people with disability have told us get in the way of their full enjoyment of activities, services and opportunities in our local area.
2. **Liveable Communities** - Strategies in this area address the ongoing challenge of ensuring Council's built environments become accessible to all. A key strategy is to more actively involve people with disability in decision making about priorities for footpath maintenance and upgrades. - Encouraging accessible and inclusive activities, events and businesses also appear in Council's strategies in this area. Council has highlighted and promoted the economic benefits of inclusion to businesses and tourism.
3. **Improving access to mainstream services through better Council systems and processes** - Council is committed to making Council information more accessible to all and providing information in an increasing number of formats. - Our Customer Service Framework has been reviewed to enable our staff to be more responsive to the needs of people with disability, thus supporting independent access to all Council services and processes.
4. **Supporting access to meaningful employment** - This involves ensuring Council's job design, recruitment and employment processes reflect best practice with regards to enabling people with disability to join our workforce.

Throughout the four years implementation of this Plan, Council engaged and involved people with disability to help monitor the progress. Council achieved this by reporting to a Disability Inclusion Action Plan Monitoring Group including persons with disability, to ensure the broadest range of input possible, as well as representatives of key partner agencies and staff from within Council.

Links between the DIAP and the Community Strategic Plan, Delivery Program and Operational Plans, have enabled Council to monitor how it is has progressed putting the plan into action. This has assisted Council to give a clear picture in the Annual Report, of what has been completed and what is still to happen.

Council has commenced a review of the 2017-2021 Disability Inclusion Action Plan and will again consult broadly with the community to ask what positive changes they may have noticed, as well as asking where barriers continue to exist. This will assist Council to develop a new Disability Inclusion Action Plan in the new term.

FAR SOUTH WEST JOINT ORGANISATION - In 2018, the councils of Broken Hill, Balranald, Central Darling and Wentworth formed the Far West Joint Organisation which is an initiative of the NSW Office of Local Government. The Far South West Joint Organisation (FSWJO) is one of the 13 Joint Organisations established with the aim of elevating the shared priorities of member Councils' strategic plans, programs, priorities and policies. The Councils meet on a regular basis to identify shared opportunities and projects.

The FSWJO member Councils are committed to creating a stronger region through its Statement of Strategic Regional Priorities that include:

- Regional Priorities – Establishing strategic regional priorities for Far West NSW to include the development of strategies and plans for the delivery of these priorities.
- Regional Leadership – Providing regional leadership through which the FWJO will be a mechanism for advocacy for the identified strategic regional priorities.
- Economic Opportunities – Identifying and taking up opportunities for collaboration with the NSW government to drive innovation, prosperity and growth in Far West NSW.

MINING ALIANCE - In 2017, the Mayors of Mount Isa, Kalgoorlie-Boulder and Broken Hill formed an alliance to back development and jobs growth in regional Australia. The Mayors formed the Australian Mining Cities Alliance to share knowledge and experience and strengthen relationships with the mining industry across Australia. Isaac Regional Council joined the Alliance in 2018. The Alliance is aimed at making sure Australia's mining cities have a collective voice and to maximise cooperation with Australia's mining industry which underpins the economies of so many communities across Australia, especially in rural and remote areas. The idea of creating an alliance came from the 2014 SEGRA Conference in Alice Springs where delegates discussed a conference topic of "How might we best support single industry towns" and a round table session on the topic of "Rural and Remote Regional Service Hubs". From this, it was agreed to create a mechanism to propose, explore and document economic development strategies aimed at:

- ensuring resource optimisation,
- fostering economic consolidation,
- sustaining social capital; and
- embracing technological take-up.

The proposed objectives are to:

- progress the economic development of mining cities and centres across Australia,
- share experiences and know-how among the members of the Alliance; and
- seek to improve state and federal policy settings relating to mining cities and centres.

ACHIEVEMENTS IN OUR LEADERSHIP

Our community is engaged and informed

Key Highlights

COMMUNITY STRATEGIC PLAN - Community Strategic Plans are created or revised every four years in line with NSW Council elections and are adopted in the nine-month period elections take place.

The Community Strategic Plan (CSP) is the highest-level plan of any Council and all other Council plans are influenced by the actions in the CSP. The CSP is developed by Council in partnership with the community, that sets out residents' priorities and aspirations for the future of the LGA.

Council held a 10-hour Community Open Day at the Visitor Information Centre during February 2017, as well as conducting an online survey across several weeks, to gain community input in the review of the Community Strategic Plan (CSP).

Responses showed strong support for the ongoing protection of the Menindee Lakes and Darling River, concern over weeds and footpaths and a desire for Council to use "plain English" when communicating with the community.

The Broken Hill 2033 Community Strategic Plan was adopted by Council in April 2017.

Engagement with the community also took place between March 2020 and June 2021 as primary research in the preparation for a new Community Strategic Plan.

The engagement undertaken during this period provided a snapshot of how the community was feeling prior to and after the most acute period of the COVID-19 pandemic, when the City experienced the most limiting impacts of isolation.

Engagement activities conducted in 2020/21 included a series of targeted consultations held in March 2020 which were performed by Blackadder and Associates and supported by Council staff. These sessions sought to ensure that likeminded groups of people had an opportunity to talk about issues relevant to their area of expertise.

These sessions included those involved in economic development, business, industry, the social sector, young people, arts and history, volunteers and others.

- **Increased community involvement in decision making by:**
 - Undertaking community engagement to review and develop the Broken Hill 2033 Community Strategic Plan
 - Consulting with community to develop the Smart Community Framework 'Smarter Broken Hill'
- **Increased knowledge and awareness by:**
 - Developing and implementing the Communications and Engagement Strategy
 - Developing and implementing the Social Media Strategy
 - Developing and implementing the Social Media Policy
 - Providing information to community via Council website
 - Providing information to community through local newspaper
 - Providing information via radio interviews
 - Providing media releases to external media sources and to community via social media and on Council website
 - Developing and implementing the Customer Service Framework, Strategy, Guidelines and Charter
 - Providing Frequently Asked Questions fact sheets on Council website
- **Engaged community through:**
 - Public engagement sessions
 - Pop-up engagements
 - Targeted focus groups
 - Public displays and exhibitions
 - Site visits
 - Surveys

This engagement was enhanced by pop up consultation sessions held throughout the city in which questions were asked that helped identify issues, positive aspects to life in Broken Hill and areas where improvements can be made. These sessions were held pre and post the COVID- 19 pandemic isolation period, to ascertain any changes in community thinking.

Three widely distributed surveys were conducted, with one being easy read to ensure that as many people as possible had the opportunity to take part in the consultation.

Over 600 people from a wide range of age and cultural groups were engaged in total. People generously shared their hopes for the future of Broken Hill, based in the knowledge of what is working well and then identifying their community ambitions for the future.

Council is responsible for conducting the engagement and writing the findings into a plan, which should be used widely in the community to encourage community partnerships, in order to reach goals identified by community members throughout the engagement process.

The new Community Strategic Plan will be developed further by the newly elected Council in consultation with the community.

COMMUNICATIONS AND ENGAGEMENT STRATEGY

- Council adopted its Communications and Engagement Strategy in 2018. The Communications and Engagement Strategy outlines to the community when, how, why Council engages and communicates and the methodology behind its approach.

The strategy has a strong digital focus to align with Federal Government expectations of a continued rise in demand for digital communications and service delivery and also aligns with a number of Council's own strategies, such as the Digital Strategy, Smart Communities Framework and Disability Inclusion Action Plan.

COMMUNITY ENGAGEMENT - During the term, Council has employed various levels and methods of engagement across a range of projects and initiatives commensurate to the level of public input required.

Engagement methods included focus groups with consultants and staff, public engagement sessions, public activities, pop-up engagements, targeted focus groups, public displays and exhibitions, advertising, media releases, social media, radio interviews, site visits and surveys.

Community Engagements:

- Active Transport Plan development
- Annual Budget engagement
- Broken Hill 2033 Community Strategic Plan development
- Broken Hill Community Strategic Plan review
- Central Business District Masterplan development
- Companion Animal Shelter development
- Cultural Plan development
- Cultural Precinct project
- Disability Inclusion Action Plan development
- Mundi Mundi Bash Business Forums
- New Library and Archives design
- O'Neill Sporting Complex redesign
- Patton Park redevelopment
- Queen Elizabeth Park redevelopment
- Reconciliation Action Plan
- Re-establishment of Alcohol-Free Zones
- Renaming of Airport Road to Pro Hart Way
- Renewable Energy Action Plan development
- Riddiford Arboretum Sculpture Symposium consultation
- Skate Park redevelopment
- Smart Community Framework 'Smarter Broken Hill' development
- Sturt Park Playground redevelopment
- Sustainability Strategy development
- Tidy Towns Clean Up events
- Tree Management Plan development
- Waste Fees and Charges review
- Waste Transfer Station development
- Young Leaders engagement

DISABILITY INCLUSION ACTION PLAN 2017-2021

Our commitment is to 'create greater opportunities for people of all ages, all cultures and of differing abilities, to access the full range of services and activities available in the local community'.



ACHIEVEMENTS IN OUR DISABILITY INCLUSION ACTION PLAN

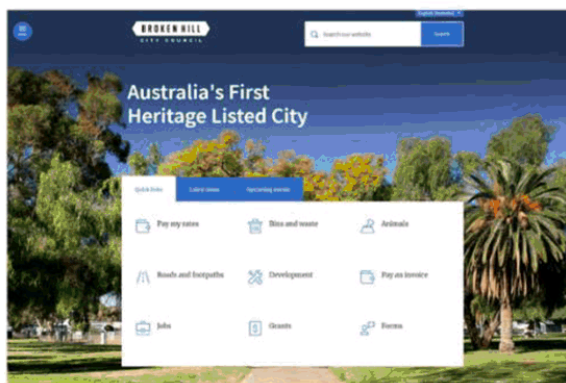
Key Highlights

COUNCIL WEBSITE - In 2019 Council launched a renewed, refreshed and revitalised Broken Hill City Council website.

The project was carefully planned and considered staff feedback throughout the process to ensure it met the business needs of all stakeholders. The OpenCities product from Seamless CMS was identified as the

ACCESSIBILITY FIRST DESIGN

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



preferred option due to their specialist local government website experience and well-designed off-the-shelf product. The new website marked a change in the way Council approaches its digital presence, with content responsibility distributed across subject matter experts throughout the organisation. Such a significant shift was made possible through over 90 hours of foundation training provided to approximately 50 participants by Council communications staff and reinforced with 40 hours of both structured and drop-in content workshops.

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

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

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

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



Patton Park Amenities

ACTIVE TRANSPORT PLAN – Council commenced works on priority areas identified within the Active Transport Plan to make movements for both pedestrians and road users safer and inclusive.



NEW PATHWAYS - These works provide connectivity and safe passage. New pathways include Blende Street (Central Business District) area, O'Farrell Street and Patton Street.



O'Farrell Street pathway (shown above)



Blende Street pathway (shown above)



Patton Street pathway (shown below)

OXIDE AND BLENDE STREET INTERSECTION

- Installation works of traffic calming, accessibility kerb ramps, pedestrian refuge islands; and relocation of give way lines and signs to provide better visibility of approaching vehicles at the intersection. These works aid in slowing down vehicles to allow for safe passage by pedestrians.

**LIVING DESERT - Starview Primitive Campsite**

- Construction of new accessible toilet and shower facilities.

**LIVING DESERT - Picnic Area**

- Installation of an accessible BBQ and Shelter.



IODIDE STREET PEDESTRIAN CROSSING - Provision of wider accessibility ramps, painted refuge island and new pedestrian crossing to make safer crossing within school zone.



FOCUS AREA 1: ATTITUDES AND BEHAVIOURS

ACHIEVEMENTS

Supported positive attitudes towards inclusion amongst our Council staff by:

- Incorporating awareness training materials in onboarding induction processes
- Developing an annual training program, which includes awareness courses in accordance with Council's Learning and Development Framework
- Ensuring that Council's Customer Service Framework includes sections on inclusion and accessibility

Trained Council staff to respectfully, confidently and effectively communicate with people with disability by:

- Upskilling staff in website content accessibility and social media compliance
- Identifying training opportunities and requirements for staff to produce alternative document formats
- Supporting staff to enhance disability confidence and communication skills in liaising with the community
- Supporting staff attendance at Autism awareness training activities
- Developing staff skills in creating Social Stories relating to programs and events

Contributed positive media stories about what Council is doing to build inclusion with people with disability by:

- Referencing the Disability Inclusion Action Plan in all relevant releases and statements

Contributed to creating positive attitudes towards inclusion in Broken Hill community by:

- Supporting the NDIS information and preplanning hubs, National Reconciliation Week, Positive Partnerships Autism Awareness, Inclusive Tourism Online Learning, Stress Down Day and International Day of People with a Disability community event
- Extending invitation to YMCA staff to join autism awareness sessions
- Inclusion of disability as being part of the human experience by making regular adjustments to Library and Cultural programs delivered
- Providing accessible public computers and height adjustable tables to the community
- Providing online access to Central West Zone online BorrowBox "Mindful and Well-being" collection

FOCUS AREA 2: LIVEABLE COMMUNITIES

ACHIEVEMENTS

Progressively improved the accessibility of footpaths in Broken Hill LGA in consultation with people with mobility and vision related disabilities by:

- Incorporating the Pedestrian Access Management Plan (PAMP) into the Active Transport Plan
- Undertaking community consultation and workshops for the Active Transport Plan (ATP)
- Receiving funding to develop the PAMP, which was upgraded to an ATP
- Actively preparing media releases for key stages works programs of footpath maintenance and upgrade works

Planned to progressively improve the accessibility of public toilets by:

- Incorporating accessible public amenities in the Active Transport Plan
- Undertaking an audit of public amenities to inform future capital works projects
- Consulting with the community for the upgrade to public amenities in Patton
- Installation of a state-of-the-art accessible amenities block at Patton Park
- Providing regular updates to the National Public Toilet Map
- Providing a link to the National Public Toilet Map on Council's website
- Installing adult changing tables at the Broken Hill Regional Aquatic Centre and the Patton Park amenities block

Increased accessibility and inclusion of events held in Broken Hill and Council meetings by:

- Accessing Accessible and Inclusive Guidelines as required from industry bodies and government agencies
- Sharing internal templates and resources
- Including disability access in planning templates
- Including accessibility and inclusion in the Broken Hill Event Guide
- Developing an Accessible Meeting Checklist and processes

Progressively increased accessibility and inclusion of places of recreation, learning and leisure by:

- Investigating accessibility features of Council buildings to develop PDF of building access features
- Developing a template to capture the accessibility features of Council's parks, sports fields and playgrounds

ACHIEVEMENTS

- Introducing building access information in advertising and marketing for the Art Gallery and Albert Kersten Mining & Minerals Museum
- Providing a dedicated Art Gallery website with a page regarding access and all other appropriate information
- Uploading accessibility information to the Library webpage
- Promoting sensory friendly session for the community at the Library
- Displaying signage for ramps and disability parking at the Visitor Information Centre
- Providing accessibility information for the Visitors Information Centre via the Australian Tourism Data Warehouse
- Regularly updating the Accommodation Guide Template which highlights accommodation places that cater for wheelchair accessibility and include wheelchair accessible bathrooms
- Hosting workshops for Maari Ma Health group clients
- Making regular adjustments to Gallery, Museum and Library programs to include people with a disability
- Providing a Library service that is free, inclusive, diverse and available to all members of the community regardless of culture, religion, race, gender or socio-economic status
- Using social stories to show children on the autism spectrum what to expect in unfamiliar social settings
- Providing a free home delivery service to residents who are unable to visit the Library
- Providing free public library services to isolated residents of the remote Far West NSW
- Providing access to Library books and eResources on disability inclusion, health and well being
- Providing an online digital Library service
- Promoting and supporting disability awareness campaigns through the Art Gallery Social Media channels

Improved access to Council Administrative Centre and Civic Centre and Visitor Information Centre by:

- Including accessibility and inclusion in the refurbishment design for the temporary Library relocation to the Administrative Centre
- Planning for the installation of a permanent accessible toilet on the ground floor of the Administrative Centre
- Including accessible features at the Civic Centre, such as accessible lift and toilet facilities, hearing loop technology and theatre area for those people who use wheelchairs
- Considering wheelchair height counters and installation of directional signage in any refurbishment planning

Encouraged, supported and promoted accessible business and tourism in Broken Hill by:

- Promoting the economic benefits of accessible and ageing friendly business and activities
 - By participating in the BEC Business Advice business breakfast presentations
 - Referenced media releases
- Encouraging the organisers of Business Awards to include an Accessible and Inclusive Business Award in award categories

FOCUS AREA 3: SYSTEMS AND PROCESSES**ACHIEVEMENTS****Updated the Customer Service Framework to provide guidance to staff on how to make information more accessible by:**

- Providing staff with guidelines to author web accessible documents
- Providing an accessible format request form and processes

Progressively improved accessibility of Council websites by:

- Completing website accessibility audit of brokenhill.nsw.gov.au in accordance with WCAG2.0 standards
- Making contact details for the National Relay Service available on Council's website
- Conforming website to Web Content Accessibility Guidelines 2.1 "AA"
- Creating an accessible page on Council's website describing accessibility features

Reviewed the Community Engagement Strategy (Round Table or equivalent body) to improve representation of people with disability, their families and supporters by:

- Planning and researching for the future development of surveys to distribute at the International Day of People with Disabilities events and to provide to all National Disability Insurance Agency registered service providers operating in the City, to check satisfaction with Community Strategic Plan (CSP) progress
- Encouraging representation of people with disability on the Round Table and Disability Inclusion Action Plan Monitoring Group

ACHIEVEMENTS

Progressively incorporated accessibility and inclusion considerations in procurement decisions and contracts by:

- Implementing a Procurement and Policy Framework

Reviewed reference groups, or advisory bodies relating to PAMP, Traffic Safety, Flood Evacuation Plans and Council Building refurbishment plans, to ensure adequate representation of the issues of people by:

- Accommodating for the needs of people with a disability for various emergency scenarios included as part of consequence management plan developed for each emergency type, for development by lead agency nominated for the particular emergency, such as NSW Health being the lead agency for COVID-19 response
- Inclusion of accessibility requirements and standards for all draft concept design plans for any future asset refits, inclusive of community consultation and engagement

Ensured Council's emergency evacuation procedures specifically consider the needs of people with disability by:

- Reviewing emergency evacuation procedures following live drill exercises and updating documentation accordingly
- Ensuring all emergency evacuation training and awareness has been undertaken with all staff

Progressively reviewed the procedures supporting access to all Council services and processes (such as making a complaint etc) to ensure improved access by:

- Implementing a Complaints Management Policy and Complaints Management Procedure
 - Ensuring Policy and Procedure reflects disability inclusion with plain English documentation and workflow chart, allowing for a variety of methods to register a complaint

FOCUS AREA 4: EMPLOYMENT**ACHIEVEMENTS**

Reviewed Council recruitment and employment processes to ensure they provide fair and barrier free opportunity to candidates who have a disability by:

- Ongoing membership to the Australian Network on Disability
- Investigating free resources available from the Australian Network on Disability
- Investigating guides to ensure best practice policy update
- Implementing a Recruitment Framework which addresses making reasonable adjustments for all applicants during employment processes
- Undertaking workshops to understand Information Technology Strategy requirements, ensuring a commitment to include consideration of reasonable adjustment and use of assisted technology
- Endorsing Information and Communication Technology Strategy 2019-2022 and Roadmap 2019-2022

DOING BUSINESS WITH COUNCIL

CUSTOMER RELATIONS

The Customer Relations team is Council's first contact point for the community. The Customer Relations team is available for face-to-face enquires from 9am to 4pm, dependent on COVID-19 restrictions and telephone enquiries from 8.30am to 5pm, Monday to Friday. Council's cashier closes at 4pm daily.

PUBLIC OFFICER

Council's Public Officer can provide information on Council's plans, policy documents and information under the *Government Information (Public Access) Act 2009*.

COUNCIL NOTICES

Council advertises regularly in the Barrier Daily Truth newspaper, including information about proposed developments, draft policies, positions vacant, public notices and Council meeting dates and times. Council advertises in other publications when relevant.

COUNCIL WEBSITE

Council's website can be accessed at www.brokenhill.nsw.gov.au. The website includes information about Council services, media releases, positions vacant, booking information for Council facilities, forms and online payments. Public documents can also be accessed on the website and includes Business Papers, Integrated Planning and Reporting documents, Plans and Policies.

CORRESPONDENCE

All correspondence to Council should be addressed to the General Manager and forwarded to:

Broken Hill City Council
PO Box 448
BROKEN HILL NSW 2880
Email: council@brokenhill.nsw.gov.au

COUNCIL CONTACT DIRECTORY

CONTACT	CONTACT DETAILS
IN PERSON	Council Administrative Centre 240 Blende Street Broken Hill NSW 2880 9am to 4pm - Dependent on COVID19 restrictions
POST	Broken Hill City Council PO Box 448 Broken Hill NSW 2880
PHONE	08 8080 3300 – 8.30am to 5pm
FAX	08 8088 3424
EMAIL	council@brokenhill.nsw.gov.au
OPENING HOURS	9am to 4pm – Dependent on COVID-19 restrictions Monday to Friday Cashier closes at 4pm
EMERGENCY NUMBERS	
ANIMAL CONTROL	02 8579 0325
PARKS and ROADS	0408 858 368





www.brokenhill.nsw.gov.au

ORDINARY MEETING OF THE COUNCIL

October 21, 2021

ITEM 3BROKEN HILL CITY COUNCIL REPORT NO. 182/21

SUBJECT: CODE OF CONDUCT COMPLAINTS STATISTICS ANNUAL
REPORT - 2020/2021 D21/47997

Recommendation

1. That Broken Hill City Council Report No. 182/21 dated October 21, 2021, be received.
2. That the Code of Conduct Complaints Statistics Annual Report for the Broken Hill City Council for the period of 1 September 2020 – 31 August 2021 be forwarded to the Office of Local Government.

Executive Summary:

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

The reporting period is from the 1 September 2020 - 31 August 2021.

Report:

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

Part 11 Reporting Statistics on Code of Conduct Complaints About Councillors and the General Manager of the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW states "The complaints coordinator must arrange for the following statistics to be reported to the council within 3 months of the end of September of each year".

Specifically, clause 11.1 requires the following information:

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

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

Clause 11.2 states “The council is to provide the Office with a report containing the statistics referred to in clause 11.1 within 3 months of the end of September of each year”

In accordance with the requirements, Broken Hill City Council provides the following statistics for the period of 1 September 2020 – 31 August 2021. A copy of this report will be forwarded to NSW OLG, as well as submitted electronically via an excel spreadsheet represented below which has expanded information requirements.

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

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

Statistics for Code of Conduct investigations in the reporting period 1 September 2020 - 31 August 2021:

Number of Complaints			
1	a	The total number of complaints received in the period about councillors and the General Manager (GM) under the code of conduct	2
	b	The total number of complaints finalised in the period about councillors and the GM under the code of conduct	3
Overview of Complaints and Cost			
2	a	The number of complaints finalised at the outset by alternative means by the GM or Mayor	2
	b	The number of complaints referred to the Office of Local Government under a special complaints management arrangement	0
	c	The number of code of conduct complaints referred to a conduct reviewer	1
	d	The number of code of conduct complaints finalised at preliminary assessment by conduct reviewer	0
	e	The number of code of conduct complaints referred back to GM or Mayor for resolution after preliminary assessment by conduct reviewer	0
	f	The number of finalised code of conduct complaints investigated by a conduct reviewer	1
	g	The number of finalised complaints investigated where there was found to be no breach	2
	h	The number of finalised complaints investigated where there was found to be a breach	1
	i	The number of complaints referred by the GM or Mayor to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police	0
	j	The number of complaints being investigated that are not yet finalised	0
	k	The total cost of dealing with code of conduct complaints within the period made about councillors and the GM including staff costs	\$14,870
Preliminary Assessment Statistics			
3	The number of complaints determined by the conduct reviewer at the preliminary assessment stage by each of the following actions:		
	a	To take no action	0
	b	To resolve the complaint by alternative and appropriate strategies	0

	c	To refer the matter back to the GM or the Mayor, for resolution by alternative and appropriate strategies	0
	d	To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police	0
	e	To investigate the matter	1
Investigation Statistics			
4	The number of investigated complaints resulting in a determination that there was no breach , in which the following recommendations were made:		
	a	That the council revise its policies or procedures	0
	b	That a person or persons undertake training or other education	0
5	The number of investigated complaints resulting in a determination that there was a breach in which the following recommendations were made:		
	a	That the council revise any of its policies or procedures	1
	b	In the case of a breach by the GM, that action be taken under the GM's contract for the breach	0
	c	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the <i>Local Government Act 1993</i>	0
	d	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the <i>Local Government Act 1993</i> and that the matter be referred to OLG for further action	0
6	Matter referred or resolved after commencement of an investigation		0
Categories of Misconduct			
7	The number of investigated complaints resulting in a determination that there was a breach with respect to each of the following categories of conduct:		
	a	General conduct (Part 3)	1
	b	Non-pecuniary conflict of interest (Part 5)	0
	c	Personal benefit (Part 6)	1
	d	Relationship between council officials (Part 7)	0
	e	Access to information and resources (Part 8)	0
Outcome of Determinations			
8	The number of investigated complaints resulting in a determination that there was a breach in which the council failed to adopt the conduct reviewer's recommendation		0
9	The number of investigated complaints resulting in a determination that there was a breach in which the council's decision was overturned following a review by OLG		0

Community Engagement:

The Code of Conduct Complaints Statistics Annual Report 2020/21 will be available in the Business Paper for Council's Ordinary meeting held 24 November 2021.

Strategic Direction:

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

Relevant Legislation:

Local Government Act 1993, Section 440 Codes of Conduct.

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

Financial Implications:

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

Attachments

There are no attachments for this report

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL
GENERAL MANAGER

ORDINARY MEETING OF THE COUNCIL

November 12, 2021

ITEM 4BROKEN HILL CITY COUNCIL REPORT NO. 183/21

SUBJECT: DRAFT AGENCY INFORMATION GUIDE D21/49281

Recommendation

1. That Broken Hill City Council Report No. 183/21 dated November 12, 2021, be received.
2. That Council endorse the reviewed and Draft Agency Information Guide for release to the Information Commissioner for its review and comment.

Executive Summary:

Council must have in place an Agency Information Guide in accordance with Section 20 of the *Government Information (Public Access) Act 2009* (the Act). The Act states:

- (1) *An agency (other than a Minister) must have a guide (its agency information guide) that:*
 - (a) *describes the structure and functions of the agency, and*
 - (b) *describes the ways in which the functions (including, in particular, the decision-making functions) of the agency affect members of the public, and*
 - (c) *specifies any arrangements that exist to enable members of the public to participate in the formulation of the agency's policy and the exercise of the agency's functions, and*
 - (d) *identifies the various kinds of government information held by the agency, and*
 - (e) *identifies the kinds of government information held by the agency that the agency makes (or will make) publicly available, and*
 - (f) *specifies the manner in which the agency makes (or will make) government information publicly available, and*
 - (g) *identifies the kinds of information that are (or will be) made publicly available free of charge and those kinds for which a charge is (or will be) imposed.*
- (2) *An agency must make government information publicly available as provided by its agency information guide.*
- (3) *The Director-General of the Department of Local Government may, in consultation with the Information Commissioner, adopt mandatory provisions for inclusion in the agency information guide of local authorities. The agency information guide of a local authority must include any such mandatory provision unless the Director-General otherwise approves in a particular case.*

Report:

Council's current Agency Information Guide was last reviewed and adopted by Council at its ordinary Council Meeting held on 24 February 2021.

In accordance with Section 22 of the Act Council is required, prior to adopting a new or amending a current Agency Information Guide, to notify the Information Commissioner.

Role of Information Commissioner

- (1) *An agency must notify the Information Commissioner before adopting or amending an agency information guide and must, if requested to do so by the Information Commissioner, consult with the Information Commissioner on the proposed agency information guide or amendment.*
- (2) *The Information Commissioner can issue guidelines and model agency information guides for the assistance of agencies in connection with agency information guides.*

The Agency Information Guide has been reviewed and the following changes have been made to the Draft Agency Information Guide:

Section	Changes made – required amendments prior to adoption
Section 2. - About the City	Information updated to make current - sourced from profile.id.com.au
Section 3. - About Council	No Changes, however, Mayor and Councillors to be updated following 4 December 2021 election result announcement and prior to adoption of the guide.
Section 4. - Council Organisation Structure	Current organisation structure inserted. Structure to be updated in new format with executive photographs, prior to adoption of the guide.
Section 8. – Information Held at Council	Section 8. – Information Held at Council and Section 9. – How to Access Information Held at Council combined into the new Section 8. – Information Held at Council and How to Access These sections were updated to include the URL link to document/record types on Council's website.

Community Engagement:

Council Business Paper – Council Meeting 24 November 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 its legal framework.

Relevant Legislation:

Government Information (Public Access) Act 2009

Financial Implications:

Operational costs only, no additional expenditure required.

Attachments

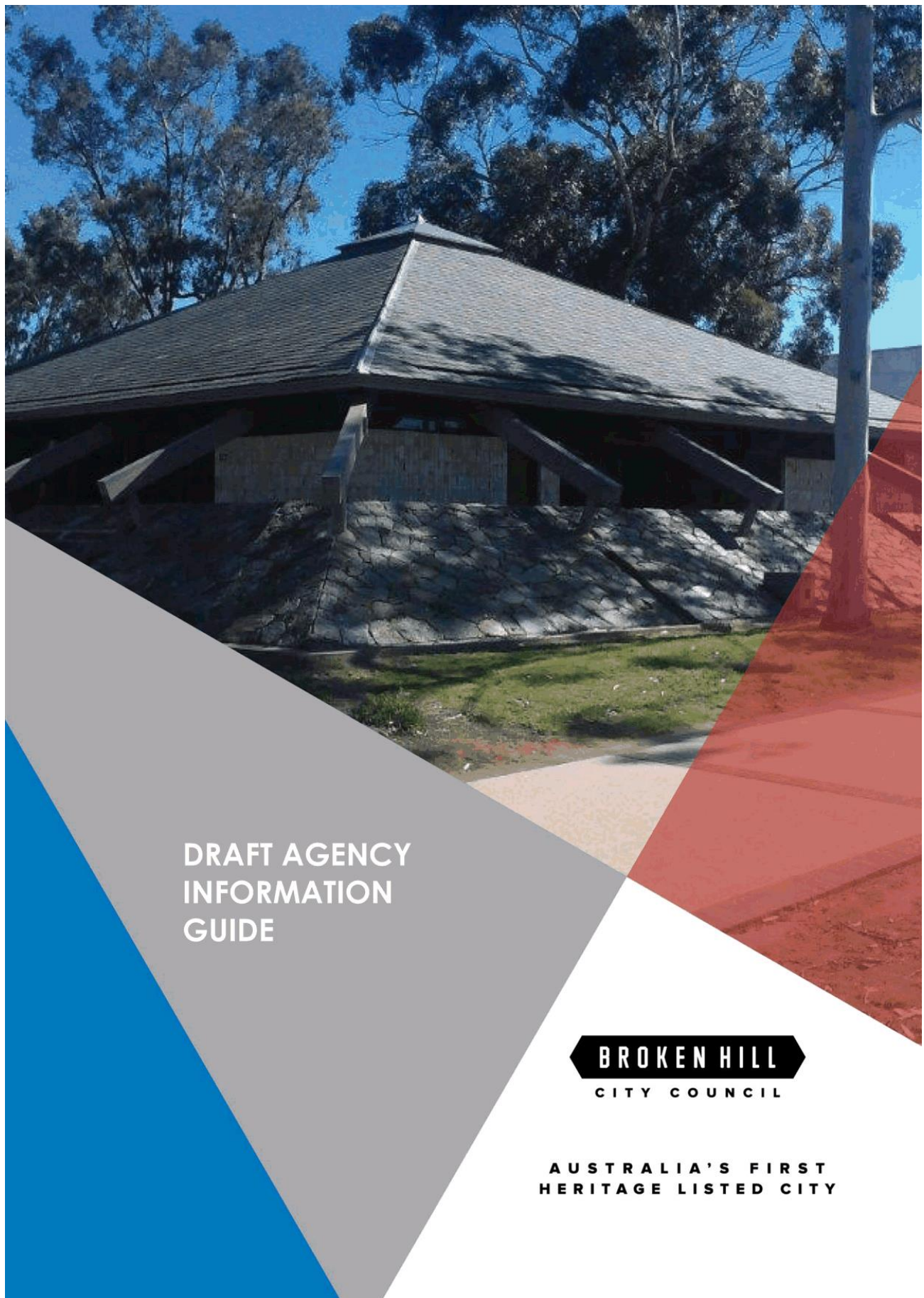
1. [↓](#) Draft Agency Information Guide

RAZIJA NU'MAN

CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL

GENERAL MANAGER



DRAFT AGENCY INFORMATION GUIDE



AUSTRALIA'S FIRST
HERITAGE LISTED CITY

QUALITY CONTROL			
KEY DIRECTION	4 Our Leadership		
OBJECTIVE	4.1 Openness and Transparency in Decision Making		
FUNCTION	Corporate Support		
STRATEGY	4.1.1 Support the organisation to operate its legal framework		
FILE REFERENCE No	11/118	EDRMS No	D16/1194
RESPONSIBLE OFFICER	Public Officer		
REVIEW DATE	November 2022		
DATE	ACTION		MINUTE No
27 November 2019	Endorsed for release to Information Commissioner		46130
26 February 2020	Adopted		46181
November 2020	Document reviewed and amended		N/A
27 November 2020	Endorsed for release to Information Commissioner		46413
24 February 2021	Adopted		46442
November 2021	Document reviewed and amended		N/A
24 November 2021	Endorsed for release to Information Commissioner		
NOTES	Front cover image: Council Chamber		
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan, Long Term Financial Plan 2018-2027 Delivery Program 2019-2021 incorporating Operational Plan 2019/2020 Schedule of Fees and Charges 2019/2020, Privacy Management Plan Records Management Policy		



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1. INTRODUCTION

1.1 What is an Agency Information Guide?

An Agency Information Guide is a guide developed in accordance with Section 20 of the *Government Information (Public Access) Act 2009* (GIPA Act).

The section of the Act clearly outlines what information must be included in an Agency Information Guide.

1.2 Why does Council need to have an Agency Information Guide?

In accordance with Section 20 of the Act, Council must have an Agency Information Guide.

Council has a strong commitment to assisting those who wish to view or obtain information under GIPA Act and encourages people who request information to contact the Public Officer.

1.3 What does the Agency Information Guide include?

In accordance with Section 20 of the Act, Council (referred to as the agency in the Act) must have an Agency Information Guide that:

- a) describes the structure and functions of the agency; and
- b) describes the ways in which the functions (including, in particular, the decision-making functions) of the agency affect members of the public; and
- c) specifies any arrangements that exist to enable members of the public to participate in the formulation of the agency's policy and the exercise of the agency's functions; and
- d) identifies the various kinds of government information held by the agency; and
- e) identifies the kinds of government information held by the agency that the agency makes (or will make) publicly available; and
- f) specifies the manner in which the agency makes (or will make) government information publicly available; and
- g) identifies the kinds of information that are (or will be) made publicly available free of charge and those kinds for which a charge is (or will be) imposed.

2. ABOUT THE CITY

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

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

POPULATION	
2020	**17,269
2016	*18,114
Female population	*51.3%
Male population	*48.7%
2006	19,753

** 2020 ABS Estimated Resident Population

* 2016 ABS Estimated Resident Population

WORKFORCE	
Local Jobs	*7,425
Local Businesses	*987

* National Institute of Economic and Industry Research (NIEIR) @ 30/06/2020

INDUSTRY	\$(M)	JOBS
Mining, Construction, Manufacturing	\$325	1,558
Household Services*	\$219.7	3,009
Public Administration and Safety	\$74	635
Retail Trade	\$46.2	842
Tourism	\$99.3	470
Gross Regional Product		\$1.04

*Household Services refers to Accommodation and Food Services, Education and Training, Health Care and Social Assistance, Arts and Recreation Services and Other Services

Source: profile.id.com.au

3. ABOUT COUNCIL

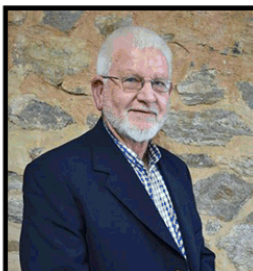
The Mayor and Councillors of Broken Hill have many responsibilities to the Council and the community. All Councillors, in accordance with the *Local Government Act 1993*, must "represent the collective interests of residents, ratepayers and the local community"; "facilitate communication between the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



**Mayor
Darriea Turley AM**



**Deputy Mayor
Christine Adams**



**Councillor
Bob Algate**



**Councillor
Marion Browne**



**Councillor
Maureen Clark**



**Councillor
David Gallagher**



**Councillor
Tom Kennedy**



**Councillor
Branko Licul**

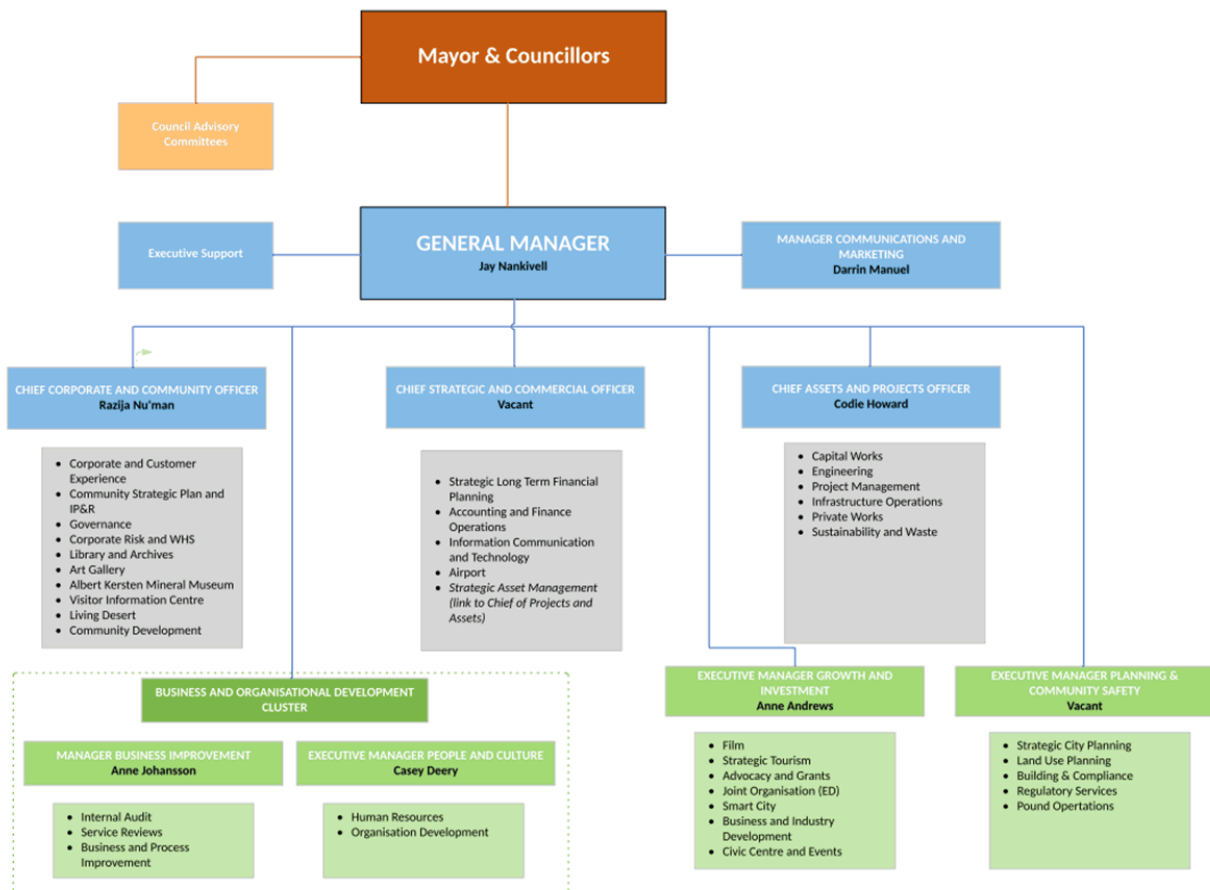


**Councillor
Jim Nolan**



**Councillor
Ron Page**

4. COUNCIL ORGANISATION STRUCTURE



4.1 Roles and Responsibilities of Council in Decision Making

Council is made up of a body of ten Councillors whose role is to ensure Council's vision is articulated and fulfilled, to govern the Broken Hill local government area and to:

- Set the direction of the affairs of the Council in accordance with the *Local Government Act 1993*
- Play a key role in the creation and review of Council's policies, objectives and plans relating to the exercise of Council's regulatory functions
- Participate in the optimum allocation of Council's resources for the benefit of the City
- Represent the interest of the residents and ratepayers and facilitate communication between the community and the Council
- Review organisational performance.

The General Manager's role is to:

- Ensure the effective and efficient operation of the Council's organisation
- Ensure the implementation without undue delay, of decisions of the Council
- Provide the day-to-day management of the Council
- Appoint staff in an organisational structure and resources approved by the Council
- Implement the Council's Equal Opportunity Management Plan
- Carry out other functions as may be conferred or imposed by the *Local Government Act 1993*.

5. FUNCTIONS OF COUNCIL

KEY DIRECTION 1 – OUR COMMUNITY	KEY DIRECTION 3 – OUR ENVIRONMENT
<p>Arts & Culture Charles Rasp Memorial Library Broken Hill Regional Art Gallery Albert Kersten Mining & Minerals Museum Broken Hill Archives</p> <p>Community Development Community Assistance</p> <p>Community Facilities Cemetery Broken Hill Regional Aquatic Centre Halls and Community Centres Public Amenities</p> <p>Local Transport Bus Shelters Footpaths and Bike Tracks Road Furniture Local Roads Car Parks Traffic Control</p> <p>Open Spaces Parks and Reserves Sportsgrounds</p> <p>Public Health Health Administration and Inspections</p> <p>Public Order Sustainability and Environmental Management Parking and Other Ranger Services Animal Control</p> <p>Public Safety Street Lighting Emergency Services</p>	<p>Waste Management Waste Management Operations Garbage Collection Street Cleaning</p> <p>Sustainability After Mining Willyama Common Regeneration Area</p> <p>Natural Environment Noxious Weeds Living Desert</p> <p>Environmental Footprint Water Energy</p> <p>Built Environment Historic Buildings Preservation Town Planning</p> <p>Stormwater Management Stormwater Drainage Kerb and Gutter</p>
KEY DIRECTION 2 – OUR ECONOMY	KEY DIRECTION 4 – OUR LEADERSHIP
<p>Economic Development Economic Development Civic Centre Area Promotion and Events</p> <p>Property Development Land Development and Sales</p> <p>Strategic Transport Regional Roads State Roads Airport</p> <p>Tourism Development Tourism</p> <p>Film Film Promotion Film Activities</p>	<p>Leadership & Governance Elected Members General Manager</p> <p>Financial Management Corporate Services Management Financial Control Revenue Payroll Procurement and Payables</p> <p>Corporate Support Risk Management and Insurance Information Technology Services Records Management Human Resources Governance Organisation Culture</p> <p>Customer Relations Media and Communications Customer Relations</p> <p>Asset Management Infrastructure Engineering Management Infrastructure Administration Asset Management and Technical Services</p> <p>Operations Management Mechanics Workshop Plant and Vehicle Maintenance Warnock Street Works Depot Private Works Billable Works</p> <p>Buildings & Property Buildings - Structures Maintenance and Operations Buildings - Property Commercial</p>

6. HOW COUNCIL FUNCTIONS AFFECT MEMBERS OF THE PUBLIC

All Council's functions effect the community, whether directly or indirectly. Council is conscious of accountability to the public for its actions and strives for open communication and community consultation to ensure maximum customer satisfaction.

Council's functions, as depicted on the previous pages, affect the public as follows:

6.1 Service Functions

The provision and maintenance of library services, community health, waste removal and disposal, recreational facilities, environmental protection, industry and tourism and development assistance.

6.2 Regulatory Functions

Approval of all building and development in the City and ensuring that all approvals and certificates are issued in accordance with the relevant Acts. Developments are made in the best interest of the public and are made in accordance with all Council's ecologically sustainable development codes and policies.

6.3 Ancillary Functions

These functions affect only a minority of Council's residents and involve matters such as the resumption of land, powers of entry and inspection over land, all of which is dealt with in the best interest of Council's residents.

6.4 Revenue Functions

Revenue functions affect the community directly as it is a function which affects the financing of services and facilities provided to residents. Revenue is obtained from rates, charges, fees, borrowings, and investments.

6.5 Administrative Functions

The administrative functions of the Council do not directly affect residents. However, functions such as employment of staff and compliance with Council's statutory obligations including management plans, financial reporting and annual reporting all have an impact on the community.

6.6 Enforcement Functions

Under the *Local Government Act 1993* and other related legislation Council has a statutory responsibility to enforce local by-laws such as alcohol-free zones and regulations delegated by other levels of government, eg food safety inspections. These are applied in the best interest of the community.

7. PUBLIC PARTICIPATION

Council wants to understand and consider community concerns about the impact of services and decisions.

In a changing local government environment, councils must ensure that services are in keeping with future opportunities and the existing needs and expectations of its community.

To achieve this aim, to increase accountability and transparency of operations, Council is committed to keeping the community informed and engaged through ongoing and quality communication.

7.1 Participation at Council Meetings

Council welcomes the public to attend Council meetings which are held on the last Wednesday of each month, commencing at 6.30pm. At this meeting, Reports of the General Manager, Mayoral Minutes, Planning Matters, Public Access and Matters Referred from Previous Council Meetings, Notices of Motions and Matters for Information are presented. Council may also consider confidential matters in Closed Session with the resolutions from these meetings announced in public prior to the close of the meeting.

Members of the public attending Council meetings have an opportunity to address Council at the meeting. For information on how to register to speak, contact Council or refer to current procedures on Council's website.

7.2 Written Submissions to Council and Councillors

Residents and ratepayers are encouraged to make written submissions, or personal representations through their elected local representative.

Written submissions to Council or to individual local Councillors may be made in writing and addressed to:

Broken Hill City Council
PO Box 448
Broken Hill NSW 2880

7.3 Council Business Papers

Council agendas are made publicly available and are usually uploaded on to Council's website the Friday prior to the Ordinary Monthly Council meeting.

Agendas can also be viewed at the Charles Rasp Memorial Library or at Council's Administrative Centre.

Minutes from previous Council meetings are also made publicly available on Council's website as soon as possible after they have been endorsed.

7.4 Community Consultation – Having Your Say

Council invites the community to have their say on the formation of Council's policy and service delivery. Council communicates with the community and encourages communication and feedback through various channels such as Council's website, Council's official Social Media channels, surveys, advertising in the local newspaper, radio stations and media releases.

7.5 Documents on Public Display

All significant plans, strategies and policies of Council are placed on exhibition in draft form so that interested members of the public may view them and make comments should they wish to.

Exhibition documents are available on Council's website, at the Charles Rasp Memorial Library or at Council's Administrative Centre and submissions should be addressed to the General Manager.

7.6 Section 355 Committees

Council also co-ordinates a range of Section 355 Asset and Advisory Committees.

A Section 355 Committee is a committee established under Section 355 of the *Local Government Act 1993*, to assist Council with the operation and maintenance of various Council facilities and services.

Managing community assets is an essential part of Council activities and the community of Broken Hill has strong representation on a number of Council committees to help manage the City's interests and public assets.

There are eight Asset Committees and three Advisory Committees. They include:

Asset Committees

1. Alma Oval Community Committee
2. BIU Band Hall Community Committee
3. ET Lamb Memorial Oval Community Committee
4. Friends of the Flora and Fauna of the Barrier Ranges Community Committee
5. Memorial Oval Community Committee
6. Norm Fox Sporting Complex Community Committee
7. Picton Sportsground Community Committee
8. Riddiford Arboretum Community Committee

Advisory Committees

1. Broken Hill Heritage Committee
2. Broken Hill Regional Art Gallery Advisory Group
3. Community Strategic Plan Round Table Committee

Members of the public are encouraged to nominate for a position on Section 355 Committees.

8. INFORMATION HELD AT COUNCIL AND HOW TO ACCESS

Council holds information in various formats in respect of the wide range of functions undertaken by it as well as information which is pertinent to different issues relating to the Broken Hill City Council Local Government Area.

There are 4 main ways in which Council provides access to information:

1. **Mandatory Proactive Release**
2. **Authorised Proactive Release**
3. **Informal Release**
4. **Formal Access Applications**

Under the *Government Information (Public Access) Act 2009*, (GIPA Act), there is a right of access to certain information held by Council, unless there is an overriding public interest against its disclosure. Any applications made under the GIPA Act will be processed in accordance with the requirements of the GIPA Act.

8.1 Mandatory Proactive Release - Open Access Information

Under Schedule 1 of the Government Information (Public Access) Regulation 2018, Council must make the following information, classified as 'open access information', publicly available unless there is an overriding public interest against disclosure.

Where possible, open access information will be made available on Council's website (www.brokenhill.nsw.gov.au). Where open access information is not made available on Council's website, it will be made available for viewing at Council's Administrative Building during normal business hours.

Fees: A fee may apply for the release of information. Fees are detailed in Council's Schedule of Fees and Charges, updated each financial year and available on Council's website. An example of when a fee may be applied includes staff searches of building/development records, copy of building plans, a bound copy of the Local Environmental Plan, or Local Environmental Plan maps.

8.1.1 Information about Council		
Document/Record Type	Description	How to Access
Agency Information Guide	This document sets out the functions of Broken Hill City Council and the type of information held by Council and how it can be accessed.	Council's website www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3kuRhFY
Council Policies	Documents used to exercise Council functions.	Council's website www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3qt8R19
Register of Government Contracts.	A register of contracts awarded by Broken Hill City Council valued at \$150,000 or more.	Council's website www.brokenhill.nsw.gov.au – or alternatively click here https://bit.ly/3qw8YsW

8.1.1 Information about Council		
Document/Record Type	Description	How to Access
Disclosure Log of Formal (Access) Applications for Information	The <i>GIPA Act</i> requires Council to publish a Disclosure Log that records details of formal requests for information (access applications) where Council considers that the information requested may be of interest to other members of the public.	Council's website www.brokenhill.nsw.gov.au – or alternatively click here https://bit.ly/3wC7uON
The Model Code of Conduct prescribed under Section 440(1) of the <i>Local Government Act 1993</i>	Outlines the conduct obligations of Council officials.	Council's website www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3qrDSCB
Code of Meeting Practice	Summarises the procedures for all Council and Council Committee Meetings.	Council's website www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3qrDSCB
Annual Report inclusive of Annual Financial Statements	Outlines Council's performance and achievements against its key strategies and objectives.	Council's website www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3n7cGHa
Auditor's Reports	Outlines the financial position of Council and is included in the Annual Financial Statements.	Auditor's Reports – see Financial Statements or alternatively click here https://bit.ly/3n7cRSQ
Equal Employment Opportunity Management Plan	Policy that outlines the equal employment opportunities within Council.	Informal request for information Council's Intranet – Employee policies
Policy concerning the Payment of Expenses incurred by and the Provision of Facilities to Councillors	A policy to ensure that Councillors receive adequate and reasonable expenses and facilities to enable them to carry out their civic duties.	Council's website www.brokenhill.nsw.gov.au – Councillor Support Policy, alternatively click here https://bit.ly/2YF6jI5
Annual Reports of bodies Exercising Functions Delegated by Council	S355 Community Committees provide Annual Reports and are reported to Council and the community.	Council's website www.brokenhill.nsw.gov.au – Council Meeting Business Papers – click here https://bit.ly/3qsPW6r
Any Codes referred to in the <i>Local Government Act 1993</i>	The codes are referenced in Council's Code of Conduct Policy and Code of Meeting Practice Policy	Council's website www.brokenhill.nsw.gov.au – Policies or alternatively click here https://bit.ly/2YDzgh8

8.1.1 Information about Council		
Document/Record Type	Description	How to Access
Returns of Interests of Councillors, Designated Persons and Delegates	Returns of interest are reported to Council each September.	Council's website www.brokenhill.nsw.gov.au – Access to Information – click here https://bit.ly/30qKINX Council Meeting Business Papers – click here https://bit.ly/3qsPW6r
Agendas and Business papers from any meeting of Council or any Committee of Council	Monthly reports to Council Ordinary Meeting including Extraordinary Meetings.	Council's website www.brokenhill.nsw.gov.au – Meetings – click here https://bit.ly/3qsPW6r
Minutes of any meeting of Council or any Committee of Council	Minutes recording the records of any meeting of Council or any Committee of Council, inclusive of adopted recommendations by Council.	Council's website www.brokenhill.nsw.gov.au – Meetings – click here https://bit.ly/3qsPW6r
Land Register	A register of all lands vested in Council, or under its control.	Informal request for information
Register of Investments	A written report setting out details of all monies that have been invested under Section 625 (2) of the <i>Local Government Act 1993</i> , and reported to Council monthly.	Council's website www.brokenhill.nsw.gov.au Council - "Meetings", "Minutes and Agendas". Click here https://bit.ly/3qsPW6r
Register of Delegations	A register of the functions delegated to the Mayor, General Manager, and to Council staff, which is adopted each term of Council.	Council's website www.brokenhill.nsw.gov.au Access to Information – Click here https://bit.ly/30qKINX
Register of Graffiti Removal Works	A register containing records of graffiti removal works that are maintained in a database.	Informal request for information
Register of current Declarations of Disclosures of Political Donations	A register containing information regarding disclosures of political donations.	Informal request for information
Register of Voting on Planning Matters	Documents containing information of voting on planning matters available for viewing by members of the public – Council Business Paper (Resolution of Council) or NSW Regional Planning Panel.	Council's website www.brokenhill.nsw.gov.au or alternatively Council Business Paper https://bit.ly/3qsPW6r Or NSW planning portal www.planningportal.nsw.gov.au

8.1.2 Plans and Policies		
Document/Record Type	Description	How to Access
Local Policies adopted by Council concerning approvals and orders	Provide guidance for those participating in the local approvals process and specify criteria which Council will take into consideration in determining applications for approval under the <i>Local Government Act 1993</i> . Criteria to be considered before issuing certain order under section 124 of the <i>Local Government Act</i> .	Council's website www.brokenhill.nsw.gov.au Policies - Local Approvals Policy and Local Orders Policy – Click here https://bit.ly/3F7afdR
Plans of Management for Community Land	Outlines the plans in the management of Broken Hill City Council.	Informal request for information
Environmental Planning Instruments, Development Control Plans and Contribution Plans	The principal legal documents for controlling all development within Broken Hill City Council.	Council's website www.brokenhill.nsw.gov.au or click here https://bit.ly/3ol6CKr

8.1.3 Information about Development Applications		
Document/Record Type	Description	How to Access
Register of Development Applications Lodged and Determined	A register listing the full details of Development Applications lodged and determined.	Informal request for information – Development Applications after 1 July 2010 Formal request for information – Development Applications prior to 1 July 2010 Or Council's website www.brokenhill.nsw.gov.au - DA Tracker – Click here https://bit.ly/3F8exBF
Environmental Planning Instruments, Development Control Plans and Contribution Plans	The legal documents and frameworks for controlling all development within Broken Hill City Council municipality.	Council's website www.brokenhill.nsw.gov.au – Click here https://bit.ly/3D4ujql

8.1.3 Information about Development Applications		
Document/Record Type	Description	How to Access
Development Applications and associated documents including, but not limited to: Application Form, Determination and Conditions, Officer's Delegated Authority report, Statement of Environmental Effects, Plans (excluding floor plans), Construction and Occupation Certificates, Home Warranty Insurance documents, Acoustic Consultants' reports, Structural Certification documents, Heritage Consultants' reports, Land Contamination reports, Tree Inspection Consultants' reports	Development and Construction application files and associated documents.	<p>Informal request for information – Development Applications after 1 July 2010</p> <p>Formal request for information – Development Applications prior to 1 July 2010</p> <p>Or</p> <p>Council's website: DA Tracker - Click here https://bit.ly/3F8exBF</p>
Submissions received on Development Applications	Responses by individuals providing their comments in relation to the Development Application.	<p>Informal request for information – Development Applications after 1 July 2010</p> <p>Formal request for information – Development Applications prior to 1 July 2010</p> <p>Council's website: www.brokenhill.nsw.gov.au - DA Tracker - Click here https://bit.ly/3F8exBF</p> <p>Note: Council considers the balance test for public interest in protecting the personal information of submitters.</p>
Records of decisions on Development Applications including decisions on appeals	A record of all development applications received and determined by Council.	<p>Informal request for information – Development Applications after 1 July 2010</p> <p>Formal request for information – Development Applications prior to 1 July 2010</p> <p>Council's website: www.brokenhill.nsw.gov.au - DA Tracker - Click here https://bit.ly/3F8exBF</p>

8.1.4 Approvals, Orders and Other Documents		
Document/Record Type	Description	How to Access
Applications for approvals under section 68 of the LG Act	Applications and associated documents received for approval under Section 68 of the <i>Local Government Act</i> .	Informal request for information
Applications for approvals under any other Act and any associated document	Application regarding approval other than Development Application.	Informal request for information
Records of approvals granted or refused, any variation from Council Policies reasons for the variation and decisions made on appeals concerning approvals	A record of approvals granted or refused for specific approvals other than development applications.	Informal request for information
Orders given under Part 2 of Chapter 7 of the <i>Local Government Act 1993</i> and any reasons given under Section 136 of the <i>Local Government Act 1993</i>	Order issued and complied with under section 124 of the <i>Local Government Act</i> .	Informal request for information
Orders given under the Authority of any other Act	Order issued and complied with under the authority of other Acts.	Informal request for information
Records of Building Information Certificates (Building Certificates) under the <i>Environmental Planning and Assessment Act 1979</i>	Record of Building Information Certificates (Building Certificates) issued under the <i>Environmental Planning & Assessment Act 1979</i> .	Informal request for information Copies of Building Certificates are subject to a fee as per Council's Schedule of Fees and Charges
Plans of land proposed to be compulsorily acquired by Council	A plan on authority that is exercised by Council in Compulsory acquiring land.	Informal request for information
Compulsory Acquisition Notices	A notice relating to a specific site which is to be compulsorily acquired.	Informal request for information
Leases and Licenses for use of Public Land classified as Community Land.	Leases and Licenses for use of Public Land classified as Community Land.	Informal request for information

8.2 Authorised Proactive Release Information

The *GIPA Act* encourages Council to go beyond the minimum mandatory disclosure requirement, unless there is an overriding public interest against disclosure. This is a discretionary power to release information in any manner considered appropriate, free of charge or at the lowest reasonable cost.

Council will make the following information of public interest available on the website where possible, as part of authorised proactive release.

8.2.1 Administration and Governance		
Document/Record Type	Description	How to Access
Community Strategic Plan (CSP)	Plan outlines the community's aspirations and main priorities for the future.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3H99Fy9
Delivery Program inclusive of Operational Plan	Details the principal activities to be undertaken by Council to implement the strategies in the Community Strategic Plan.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3Dd58Zc
Progress reports on Delivery Program	Reports on progress of the activities and actions detailed in the Delivery Program.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3F70uMK
Long Term Financial Plan	Inclusion in Resourcing Strategy for the provision of resources required to implement the CSP.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3DjAhu
Workforce Management Plan	Inclusion in Resourcing Strategy for the provision of resources required to implement the CSP.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3n9EFgm
Approved Council strategies and plans	Plans/documents used in connection with the functions.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3wRMvYt
Disability Inclusion Action Plan (DIAP)	Outlines Council's commitment to improving opportunities for people with a disability of all ages to access the full range of services and activities available in the community.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3oswAfo
Progress report on Disability Inclusion Action Plan	Reports on progress of the activities and actions detailed in the Disability Inclusion Action Plan.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3oswAfo

8.2.1 Administration and Governance		
Document/Record Type	Description	How to Access
Reconciliation Action Plan (RAP)	Council looks to have a greater relationship with Aboriginal and Torres Strait Islander people, enhance our connections and encourage influence within the scope of the RAP.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3wDJYAQ
State of the Environment Reports (SOE)	Report on environmental activities and indicators undertaken to enhance and protect the local environment.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3oogH9G
End of Term Report	Report on Council's achievements in implementing the CSP over the term of the Council (4 years).	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3CcrDfg
Community Management Committees	Delegated authority to manage some of Council facilities and functions.	Council's website: www.brokenhill.nsw.gov.au – Section 355 Community Committees – or alternatively click here https://bit.ly/3F71kJo
Schedule of Fees and Charges	Pricing policy – fees and charges for the current financial year.	Council's website: www.brokenhill.nsw.gov.au or alternatively click here https://bit.ly/3op1OUq

8.3 Informal Release

Access to information that is not available as mandatory or authorised proactive release may be provided through discretionary release.

Council is authorised to release information unless there is an overriding public interest against disclosure. Informal release can enable the release of as much information as possible, however Council is also authorised to redact content from information released, if its inclusion would otherwise result in an overriding public interest against disclosure.

Applications can be made to Council by submitting an Informal Request for Information. The *GIPA Act* does not set a limit for the processing of informal requests for information, therefore these requests are balanced against the other duties for which the Governance team is responsible and can take up to 20 working days to finalise.

8.4 Formal Access Applications

A formal access application is required to be submitted if the information being sought:

- Is not available via proactive or informal release;
- Is of a sensitive nature that requires careful weighing of the considerations in favour of, and against, disclosure;
- Contains personal or confidential information about a third party that may require consultation; or
- Would involve an unreasonable amount of time and resources to produce.

Applications must be made to Council by:

- Submitting the Formal Request for Information Form, together with the application fee (\$30). Additional processing charges may be applicable at a rate of \$30 per hour;
- Specify clearly that it is made under the *GIPA Act*;
- Provide sufficient detail to enable Council to identify the information requested; and
- Include an Australian postal address

Note: An application will be invalid if it seeks access to excluded information of Council or does not meet the formal requirements for an access application.

Council will advise the applicant within 20 working days of receipt of the request of its decision to provide information and in cases where the applicant is aggrieved by Council's determination, an appeal may be lodged. Information on how this may be done will be included with Council's determination notice.

9. OTHER GOVERNMENT OPEN DATA

In Australia, there are many other open data initiatives. Open data are large datasets available to anyone with an internet connection.

The **federal government** open data portal can be accessed via data.gov.au

Data.gov.au is a centralised source of Australian open government data. In addition to government data, publicly funded research data and datasets from private institutions that are of public interest can also be found here.

The **NSW government** portal can be accessed via data.nsw.gov.au

Data. NSW aims to increase the safe use of data across NSW government, to support better customer service, policy development, responsiveness, and innovation.

10. HOW DO I CONTACT COUNCIL

HOW?	CONTACT DETAILS
IN PERSON	Council Administrative Centre 240 Blende Street Broken Hill NSW 2880
POST	Broken Hill City Council PO Box 448 Broken Hill NSW 2880
PHONE	08 8080 3300
FAX	08 8088 3424
EMAIL	council@brokenhill.nsw.gov.au
OPENING HOURS	9.00 am to 4pm Monday to Friday

10.1 Contact

For specific information or enquiries regarding access to information at Broken Hill City Council, please contact:

The Public Officer
PO Box 448
Broken Hill NSW 2880
Phone: 08 8080 3300
Email: council@brokenhill.nsw.gov.au

If you wish to learn more about your right to information, please contact the Information and Privacy Commission at www.ipc.nsw.gov.au



www.brokenhill.nsw.gov.au

ORDINARY MEETING OF THE COUNCIL

September 30, 2021

ITEM 5**BROKEN HILL CITY COUNCIL REPORT NO. 184/21**

SUBJECT: **ADOPTION OF THE DRAFT BUSINESS SUPPORT POLICY**
D21/47944

PREVIOUS ITEMS: BHCC156/21 - DRAFT BUSINESS SUPPORT POLICY FOR
SECOND ROUND OF PUBLIC EXHIBITION - Ordinary Council - 29
Sep 2021 6:30pm

Recommendation

1. That Broken Hill City Council Report No. 184/21 dated September 30, 2021, be received.
2. That Council notes that no submissions were received from the public during the second round of the public exhibition period of the draft Business Support Policy.
3. That Council adopt the draft Business Support Policy as a Policy of Council.
4. That adoption of the draft Business Support Policy will render the Business Development Policy obsolete.

Executive Summary:

Council at its Ordinary Meeting held 28 April 2021 considered the draft Business Support Policy and it was resolved (Minute Number 46508) that the draft Policy be placed on public exhibition and during the public exhibition period a Councillor Workshop be held to review the draft Policy.

Due to submissions received from the public during the public exhibition period which closed on 28 May 2021 resulting in amendments to the Draft Policy, plus further amendments as a result of the Councillor Workshop held in May 2021; the Draft Policy was presented to the 29 September 2021 Council Meeting with a recommendation that a second round of public exhibition be held.

A copy of the report to the September 2021 Council Meeting which details the amendments made to the Draft Policy following the first round of public exhibition and the Councillor Workshop is attached to this report for your reference.

At the September 2021 Council Meeting, Council resolved:

ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 156/21 - DATED MAY 07, 2021 -
DRAFT BUSINESS SUPPORT POLICY FOR SECOND ROUND OF PUBLIC EXHIBITION

11/407

RESOLUTION**Minute No. 1**

Deputy Mayor C Adams moved
Councillor M Clark seconded

Resolved

-) 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.

CARRIED UNANIMOUSLY

The draft Business Support Policy was placed on a second round of public exhibition concluding at midnight on 29 October 2021, during which time Council received no submissions from the public.

The draft Business Support Policy is now presented to Council for consideration of adoption. It should be noted that adoption of the draft Business Support Policy will render the Business Development Policy obsolete.

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 draft Policy was also 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.

The amended draft Policy was presented to the September 2021 Council Meeting and as the amendments made to the draft Policy during the public exhibition period were considered to be significant, Council resolved to place the draft Policy on a second round of public exhibition closing at midnight on 29 October 2021.

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.

The draft Business Support Policy if adopted, will replace the Business Development Policy.

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.

Due to the significant amendments made to the draft Business Support Policy the draft Policy was presented to the September 2021 Council Meeting for endorsement for a second round of public exhibition.

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:

Council will include business support loans in budget for 2022/23.

Attachments

1. Copy of report to Council Meeting held 29 September 2021 outlining the amendments made following the first round of public exhibition.
[↓](#)
2. Draft Business Support Policy
[↓](#)

JAY NANKIVELL
GENERAL MANAGER

Ordinary Meeting of the Council

29 September 2021

ORDINARY MEETING OF THE COUNCIL

May 7, 2021

ITEM 6BROKEN 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):

ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 54/21 - DATED APRIL 09, 2021 -
DRAFT BUSINESS SUPPORT POLICY 11/407

RESOLUTIONMinute 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.
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.

Ordinary Meeting of the Council

29 September 2021

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.

Ordinary Meeting of the Council

29 September 2021

	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.	
Submission Two	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.	<p>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:</p> <p>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.</p>
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.

Ordinary Meeting of the Council

29 September 2021

	Potential of Council to assist and advocate for business given there is no Chamber of Commerce.	Council will continue to support business through its advocacy work and business network meetings.
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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.

Ordinary Meeting of the Council

29 September 2021

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. Draft Business Support Policy
2. Submission 1
3. 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	
29 September 2021	Public Exhibition	46643	

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 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.
- 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.

- sCommunity 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
- 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

ORDINARY MEETING OF THE COUNCIL

November 5, 2021

ITEM 6BROKEN HILL CITY COUNCIL REPORT NO. 185/21SUBJECT: INVESTMENT REPORT FOR OCTOBER 2021 D21/48123**Recommendation**

1. That Broken Hill City Council Report No. 185/21 dated November 5, 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 October 2021, Council's Investment Portfolio had a current market valuation of \$23,824,491 or principal value (face value) of \$23,821,409 and was compliant with policy and legislative requirements as per the below table.

Report:

Council's investments as at 31 October 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**

Globally, supply chain bottlenecks (congestion and blockages in the production system) have affected a variety of sectors, services and goods ranging from shortages of electronics and autos (due to a semiconductor chip shortage) to difficulties in the supplies of meat, medicines, and household products. With higher consumer demand for goods that have been in short supply, freight rates for merchandise coming from China to the U.S. and Europe have soared, while a shortage of truck drivers has led to problems getting goods to their final destinations and has led to high prices once those products hit store shelves. Meanwhile, oil, natural gas and coal prices have all surged as demand is outstripping tight

supplies. A cold winter in Europe last year put pressure on supplies and, as a result, stored gas levels are much lower than normal. There's also been increased demand from Asia, especially China, for liquefied natural gas. This has helped push up wholesale gas prices 250% across the world since January. Shares were up in the US and Europe on strong US earnings results, but down in Japan, China, and Australia. Bond yields fell in the US and Europe but rose in Australia. Oil, metal, and iron ore prices fell but expectations for earlier and more aggressive RBA tightening pushed the \$A up as the \$US weakened.

Domestic issues

Inflation concerns have taken hold domestically as well with the jump in fuel prices contributing to a broader rise in inflation over the past few months. Headline consumer prices rose 0.8% in the three months to September and 3% over the past year. The RBA's preferred measure of inflation, the trimmed mean which excludes highly volatile sectors, climbed above 2% for the first time since September 2015. Along with fuel (+7.1%), housing costs (+3.3%) led the rise in inflation. While the interest rate markets were jolted by the higher than expected underlying inflation rate, many economists predict that the RBA wants to see more evidence that the inflation pick up is moving beyond transitory distortions due to the pandemic, that the economic recovery is sustained, full employment is reached and wages growth is around 3% or more before hiking rates. Australian home prices are expected to rise by around 20% this year, having been boosted by ultra-low mortgage rates, but then slow to less than 10% next year as government home buyer incentives are cut back, listings return to more normal levels and fixed mortgage rates rise.

Interest rates

Longer dated bond yields continued to rise in October as supply chain blockages and soaring energy prices stoked inflation fears. The Commonwealth Government 10 year bond yield broke above the 2% level for the first time since March 2019. Marked to market bond returns are expected to have a bumpy ride over the coming 1-2 years as interest rates rise from their historic lows. The money market is now pricing in a 0.25% cash rate by mid-2022 and 1.25% by the end of 2022. Many economists are saying this is an overreaction and the RBA is being more cautious, not expecting inflation to settle into the 2-3% target range until 2023.

Investment Portfolio Commentary

Council's investment portfolio returned -1.19%pa for the month of October versus the bank bill index benchmark return of -0.01%pa. For the past 12 months, the investment portfolio has returned 1.44%pa, exceeding the bank bill index benchmark's 0.03%pa by 1.41%pa.

Though better than September's result, the NSW TCorpIM MT Growth Fund had another slightly negative return in October, down -0.65% (actual). Inflation fears driven by global supply chain blockages and surging energy prices have resulted in rising interest rates, focused mainly on longer dated terms. Consequently, the marked-to-market valuations of fixed rate bonds and floating rate notes in the managed fund went backward during the month.

The Australian share market had a modest 0.1% gain for the month. The IT sector led the gainers, up 2.4% while industrials fell over 3%. Overseas markets were mostly higher with the US S&P 500 up 7% and the European S&P 350 gaining 4.7%, both rebounding from negative results in September. In Asia, the Japanese S&P 500 slipped -1.4% while the Chinese S&P 300 was up 1.40% for the second month in a row. During October, Council had a total of \$1m in 6mo and 10mo TDs mature which had an average rate of 0.40%pa. Council reinvested \$500k in a NAB 12mo TD yielding 0.41%pa.

Council has a well-diversified portfolio invested among a range of term deposits, fixed and floating rate bonds from highly rated Australian ADIs as well as growth assets via holdings in the NSW TCorp Medium Term Growth Fund. Council remains within its investment policy credit limits and term to maturity limits while generating sound returns above benchmark in the current low interest environment.

It is expected that Council can continue to achieve above benchmark returns with prudent investment selection for its short and long term holdings.

Council's Portfolio by Source of Funds – October 2021

As at 31 October 2021, Council's Investment Portfolio had a current market valuation of \$23,824,491 or principal value (face value) of \$23,821,409 and was compliant with policy and legislative requirements as per the table above.

	Source of Funds	Principal Amount
GENERAL Fund	Operating Capital & Internal Restrictions	\$18,297,409
	Royalties Reserve	\$727,000
	Domestic Waste Management Reserve	\$2,435,000
	Grants	\$2,362,000
	TOTAL PORTFOLIO	\$23,821,409

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. [Download](#) October 2021 Investment Report

JAY NANKIVELL
GENERAL MANAGER



**Investment Summary Report
October 2021**



Broken Hill City Council

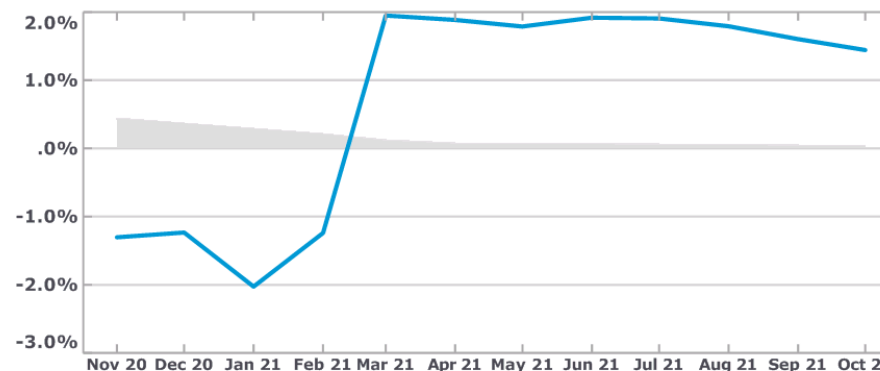
Executive Summary - October 2021



Investment Holdings

By Product	Face Value (\$)	Current Value (\$)	Current Yield (%)
Cash	14,825,253.10	14,825,253.10	0.3781
Managed Funds	6,496,155.77	6,496,155.77	-5.2681
Term Deposit	2,500,000.00	2,503,081.91	0.5220
	23,821,408.87	23,824,490.78	-1.1465

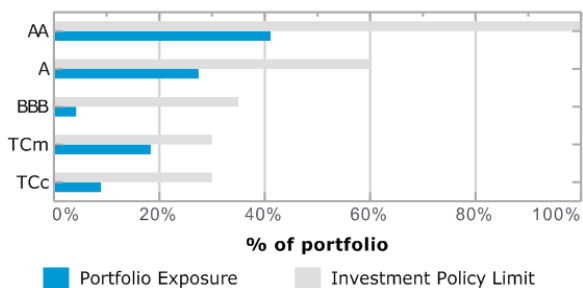
Investment Performance



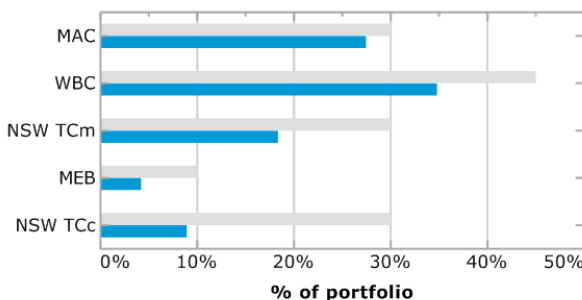
AusBond BB Index Rolling 12 month Return Portfolio Rolling 12 month Return

Investment Policy Compliance

Total Credit Exposure



Highest Individual Exposures



Term to Maturities

Maturity Profile	Face Value (\$)	Policy Max
Less than 1yr	22,821,409	96% 100%
Greater than 1yr	1,000,000	4% 60%
	23,821,409	

Broken Hill City Council
Investment Holdings Report



Cash Accounts										
	Face Value (\$)	Rate (%pa)	Institution	Credit Rating		Current Value (\$)	Deal No.			Reference
	6,537,921.19	0.4000%	Macquarie Bank	A+		6,537,921.19	540354			Accelerator
	5,435,980.05	0.5500%	Westpac Group	AA-		5,435,980.05	535442			90d Notice
	2,851,351.86	0.0000%	Westpac Group	AA-		2,851,351.86	473409			Cheque
	14,825,253.10	0.3781%				14,825,253.10				

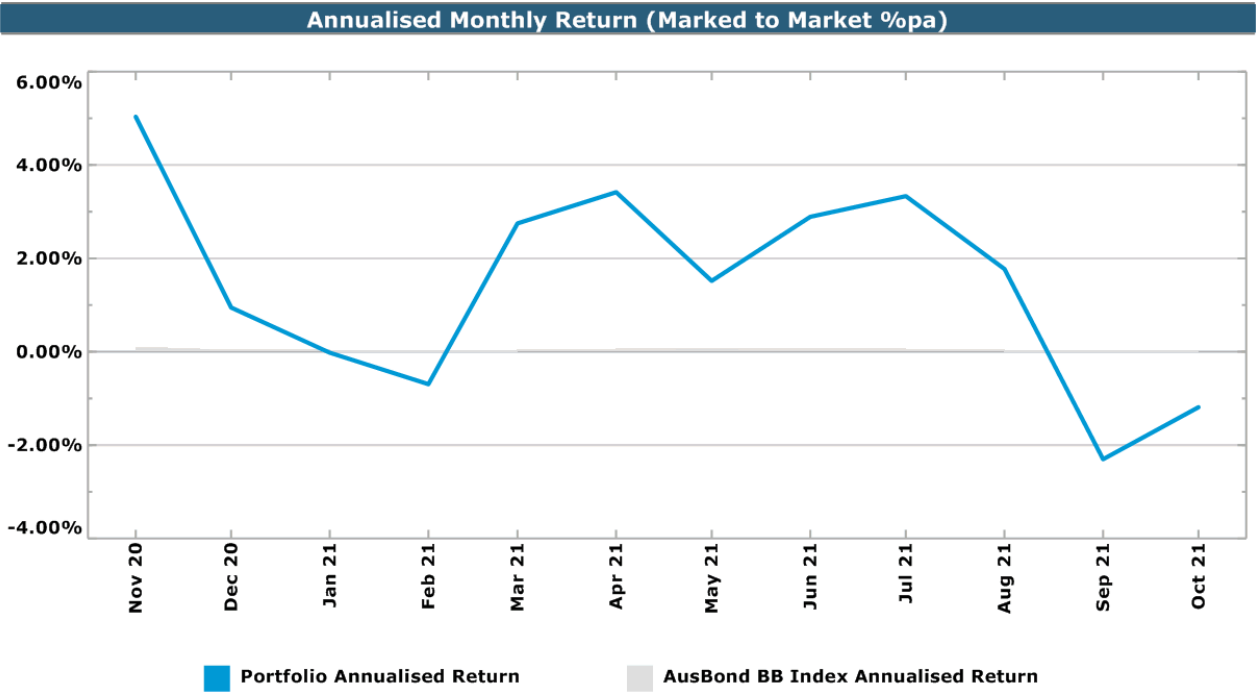
Managed Funds										
	Face Value (\$)	Monthly Return	Institution	Credit Rating	Fund Name	Current Value (\$)	Deal No.			Reference
	2,124,915.31	-0.0792%	NSW T-Corp (Cash)	TCc	Cash Fund	2,124,915.31	535329			
	4,371,240.46	-0.6488%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	4,371,240.46	536441			
	6,496,155.77					6,496,155.77				

Term Deposits										
Maturity Date	Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency Reference
17-Nov-21	500,000.00	0.4500%	ME Bank	BBB+	500,000.00	13-May-21	501,060.27	541332	1,060.27	At Maturity
8-Jun-22	500,000.00	0.5000%	ME Bank	BBB+	500,000.00	9-Jun-21	500,993.15	541512	993.15	At Maturity
12-Oct-22	500,000.00	0.4100%	National Australia Bank	AA-	500,000.00	13-Oct-21	500,106.71	541988	106.71	At Maturity
16-Aug-23	500,000.00	0.6200%	National Australia Bank	AA-	500,000.00	18-Aug-21	500,636.99	541757	636.99	Annually
27-Sep-23	500,000.00	0.6300%	National Australia Bank	AA-	500,000.00	29-Sep-21	500,284.79	541935	284.79	At Maturity
	2,500,000.00	0.5220%			2,500,000.00		2,503,081.91		3,081.91	

Broken Hill City Council
Accrued Interest Report - October 2021

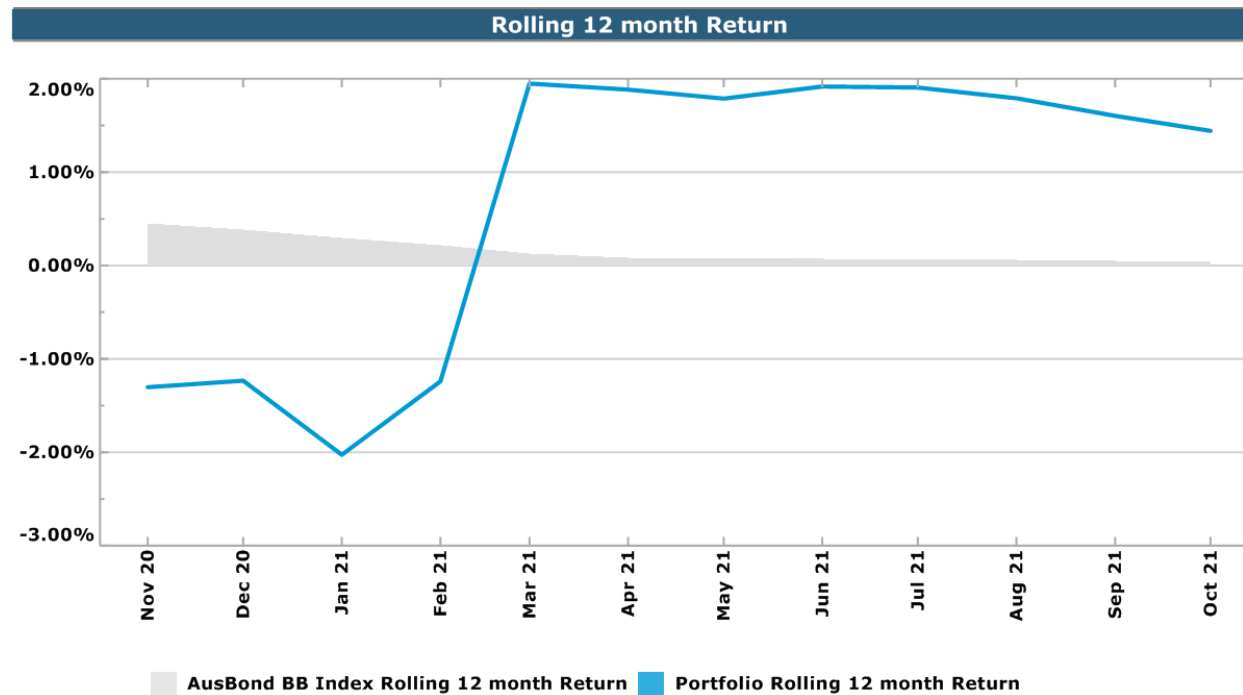


Accrued Interest Report									
Investment	Deal No.	Ref	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Percentage Return
Cash									
Westpac Group	473409	Cheque	2,851,351.86			0.00	31	0.00	.00%
Westpac Group	535442	90d Notice	5,435,980.05			2,374.41	31	2,374.41	.55%
Macquarie Bank	540354	Accelerator	6,537,921.19			2,362.75	31	2,362.75	.40%
Cash Total						4,737.17		4,737.17	.37%
Managed Funds									
Cash Fund	535329		2,124,915.31	29-May-17		0.00	31	-1,683.41	-.93%
Medium Term Growth Fund	536441		4,371,240.46	12-Feb-18		0.00	31	-28,546.45	-7.38%
Managed Funds Total						0.00		-30,229.86	-5.32%
Term Deposit									
National Australia Bank	540637		500,000.00	02-Dec-20	06-Oct-21	2,109.59	5	34.25	.50%
National Australia Bank	541264		500,000.00	14-Apr-21	13-Oct-21	772.88	12	50.96	.31%
ME Bank	541332		500,000.00	13-May-21	17-Nov-21	0.00	31	191.09	.45%
ME Bank	541512		500,000.00	09-Jun-21	08-Jun-22	0.00	31	212.33	.50%
National Australia Bank	541988		500,000.00	13-Oct-21	12-Oct-22	0.00	19	106.71	.41%
National Australia Bank	541757		500,000.00	18-Aug-21	16-Aug-23	0.00	31	263.29	.62%
National Australia Bank	541935		500,000.00	29-Sep-21	27-Sep-23	0.00	31	267.53	.63%
Term Deposit Total						2,882.47		1,126.16	.51%
						7,619.64		-24,366.53	-1.19%



Historical Performance Summary			
	Portfolio	AusBond BB Index	Outperformance
Oct 2021	-1.19%	-0.01%	-1.18%
Last 3 Months	-0.57%	0.00%	-0.57%
Last 6 Months	0.99%	0.02%	0.97%
Financial Year to Date	0.40%	0.01%	0.39%
Last 12 months	1.44%	0.03%	1.41%

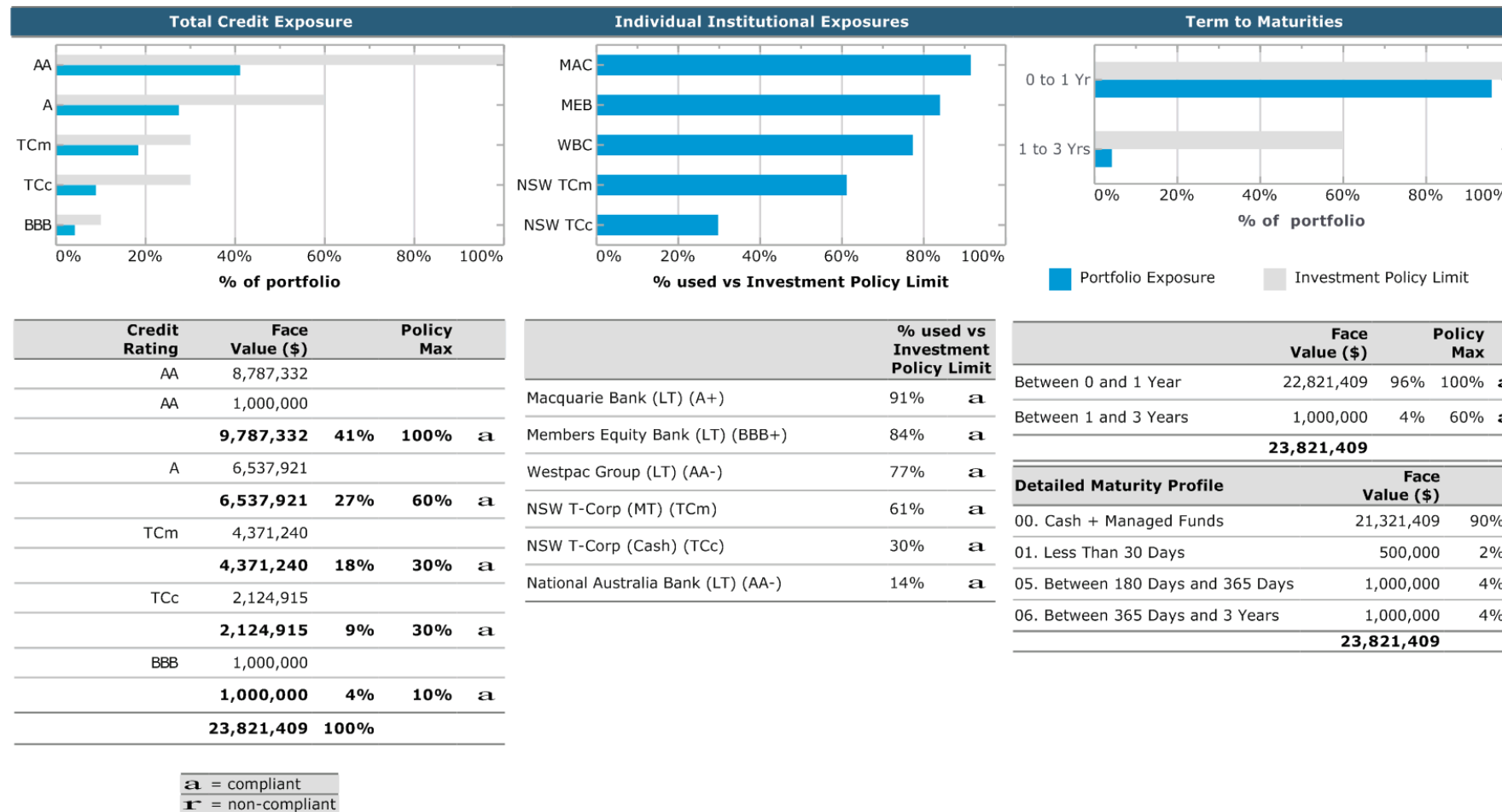
Broken Hill City Council
Investment Performance Report



Historical Performance Summary (actual)			
	Portfolio	AusBond BB Index	Outperformance
Oct 2021	-0.10%	-0.00%	-0.10%
Last 3 Months	-0.14%	0.00%	-0.14%
Last 6 Months	0.50%	0.01%	0.49%
Financial Year to Date	0.13%	0.00%	0.13%
Last 12 months	1.44%	0.03%	1.41%

Broken Hill City Council

Investment Policy Compliance Report



Broken Hill City Council

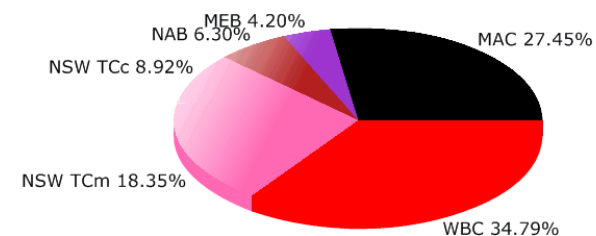
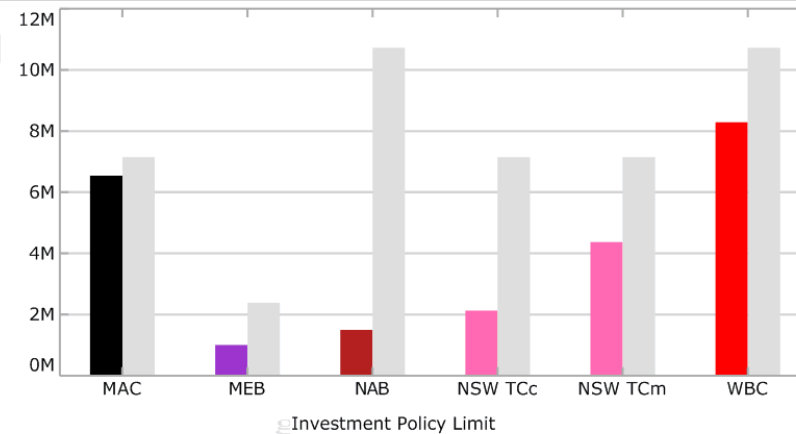
Individual Institutional Exposures Report



Individual Institutional Exposures

Individual Institutional Exposure Charts

	Current Exposures		Policy Limit		Capacity
Macquarie Bank (A+)	6,537,921	27%	7,146,423	30%	608,502
Members Equity Bank (BBB+)	1,000,000	4%	2,382,141	10%	1,382,141
National Australia Bank (AA-)	1,500,000	6%	10,719,634	45%	9,219,634
NSW T-Corp (TCc)	2,124,915	9%	7,146,423	30%	5,021,508
NSW T-Corp (TCm)	4,371,240	18%	7,146,423	30%	2,775,183
Westpac Group (AA-)	8,287,332	35%	10,719,634	45%	2,432,302
	23,821,409				



Broken Hill City Council

Cash Flows Report

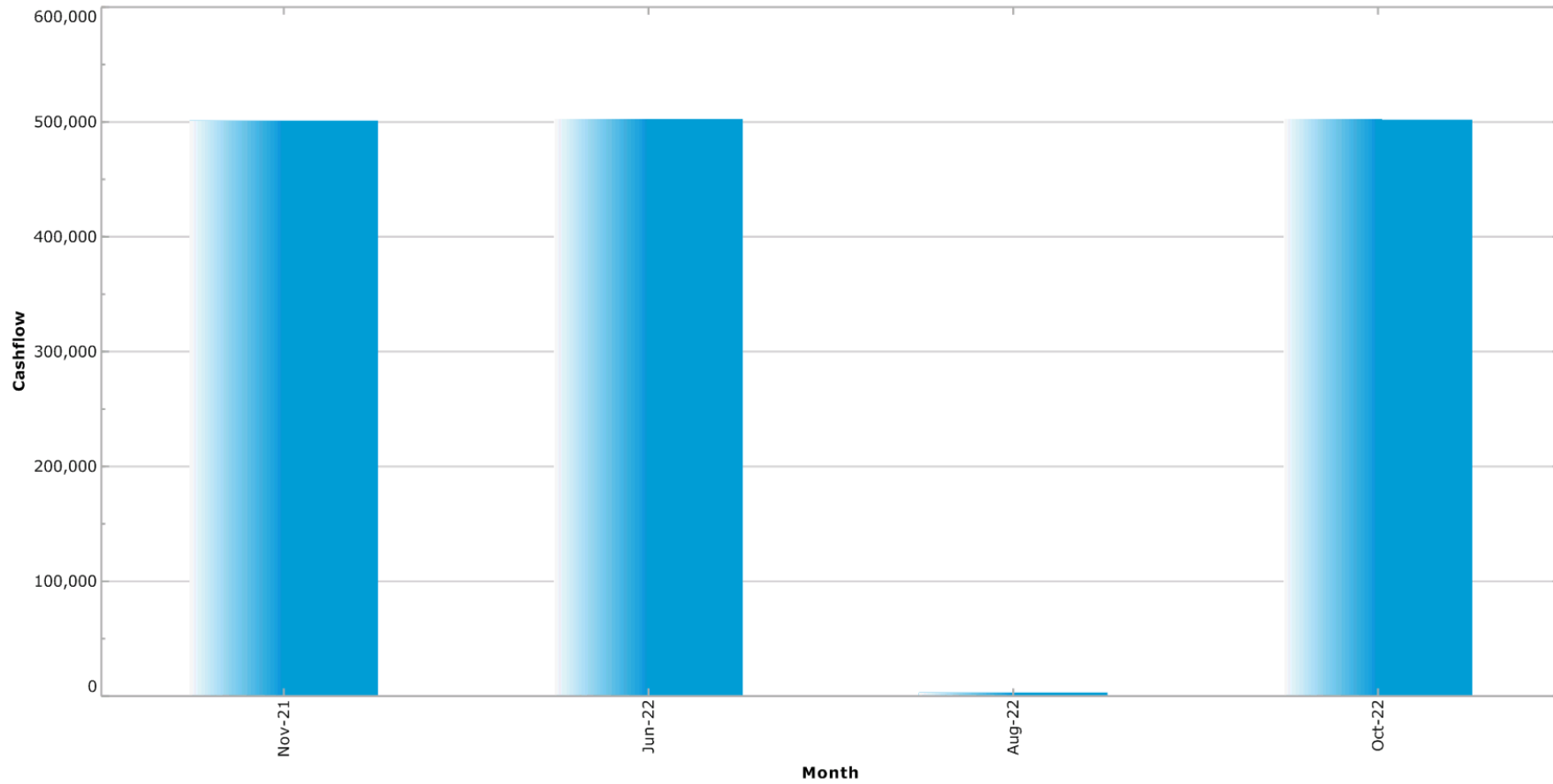


Current Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Received</u>
6-Oct-21	540637	National Australia Bank	Term Deposits	Maturity Face Value - Received	500,000.00
		National Australia Bank	Term Deposits	Interest - Received	2,109.59
<u>Deal Total</u>					<u>502,109.59</u>
Day Total					502,109.59
13-Oct-21	541264	National Australia Bank	Term Deposits	Maturity Face Value - Received	500,000.00
		National Australia Bank	Term Deposits	Interest - Received	772.88
<u>Deal Total</u>					<u>500,772.88</u>
	541988	National Australia Bank	Term Deposits	Settlement Face Value - Paid	-500,000.00
<u>Deal Total</u>					<u>-500,000.00</u>
Day Total					772.88
Net Cash Movement for Period					502,882.47

Next Month Cashflows

<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
17-Nov-21	541332	ME Bank	Term Deposit	Maturity Face Value - Received	500,000.00
		ME Bank	Term Deposit	Interest - Received	1,158.90
<u>Deal Total</u>					<u>501,158.90</u>
Day Total					501,158.90
Net Cash Movement for Period					501,158.90

Broken Hill City Council
Cash Flows Report

ORDINARY MEETING OF THE COUNCIL

November 16, 2021

ITEM 7BROKEN HILL CITY COUNCIL REPORT NO. 186/21

SUBJECT: COMMUNITY ASSISTANCE GRANTS AWARDED FOR ROUND 2
OF 2021/2022 D21/49964

Recommendation

1. That Broken Hill City Council Report No. 186/21 dated November 16, 2021, be received.
2. That Council notes the Community Assistance Grants awarded for Round Two of 2021/2022 which were recommended by the Panel on 16 November 2021 and approved by the General Manager.
3. That Council notes that surplus funds from Round Two of the Community Assistance Grants budget will be utilised to provide the Christmas Lights Subsidy Scheme for local businesses and to purchase additional Christmas Light Displays for the Town Square for the 2021 festive season.
4. That Council formally thanks the members of the Community Assistance Grants Panel - Councillor Delegates (Councillor Gallagher APM (Chairperson), Councillor Clark and Councillor Kennedy) and the community representatives (Mr Ken Martin, Ms Pam Tucker and Ms Sandra Haring) for their assistance in the assessment of grant applications and the awarding of grants during the current term of Council.

Executive Summary:

Council is committed to assisting local community not-for-profit organisations in the delivery of services/activities/programs that align with the objectives of Broken Hill's Community Strategic Plan. To facilitate this Council holds two rounds of Community Assistance Grant (CAG) funding each year to provide "one-off" financial grants. The grants program complies with Section 356 of the *Local Government Act 1993*.

Applications for Community Assistance Grants for Round Two of 2021/2022 closed on 31 October 2021 at which time Council received six applications.

The CAG Panel recommended full support of all applications and recommended the use of surplus funds for the purchase of additional Christmas Light Displays for the Town Square and to provide the Christmas Lights Subsidy Scheme for local businesses (governance as per last year's program). The Panel's recommendations gained approval from the General Manager on 16 November 2021. (see minutes attached)

Report:

Council's Community Assistance Grants Policy provides a framework for Council to provide grants for community events, projects, services or activities known as Community Assistance Grants that align with the objectives of Broken Hill's Community Strategic Plan.

The framework aims to ensure that the allocation of Council's limited resources is undertaken in a fair, transparent, accountable and ethical manner. Council recognises that there can be difficulties in meeting community expectations with the increasingly limited financial resources available. Council also recognises that it is accountable to the community for the management and disbursement of its funds and that it must be done in a manner that maximises the benefits to the community and is seen as fair and equitable.

The CAG Panel met on 16 November 2021 and conducted their evaluation of the applications received for Round Two of 2021/2022 and presented its recommendations to the General Manager for the awarding of grants.

Unfortunately, Council received only six applications which is probably due to restrictions associated with the COVID-19 pandemic. It is hoped that the next round will attract more applications as restrictions ease under the NSW Reopening Roadmap.

From the six applications received, the General Manager approved the Panel's recommendations on 16 November 2021 to provide grants to the following organisations:

Total of budget available for Round Two		\$64,250.00
Applicant	Project/Activity	Amount Granted
Lifeline Broken Hill Country to Coast	2 x Suicide Prevention Workshops	\$10,000.00
Broken Hill Philharmonic Society	Rental subsidy for Aged Persons Rest Centre	\$3,700.00
Broken Hill Aquatic Swimming Club	Upgrade carnival caravan and purchase of equipment	\$6,435.63
Golf Broken Hill Inc	Rates relief as per Council Minute No. 46356	\$6,000.00
LiveBetter Community Services	Hire of Civic Centre for LiveBetter Disability Services Outback Glitz and Glamour Ball	\$1,886.25
West Darling Machinery Preservation Society	Family Fun Day at Queen Elizabeth Park to celebrate the move of the Little Picnic Train	\$4,034.50
Total of grants awarded		\$32,056.38
Balance Remaining from Round Two		\$32,193.62

The Budget for Round Two was increased due to the cancellation of events receiving funding in Round One and the requirement for these funds to be repaid to Council totalling \$11,000.00.

Surplus Funds from this Round

The Panel recommended that the surplus funds be used for the following two projects which will be of benefit for the whole community, these recommendations were approved by the General Manager:

- \$10,000.00 for a Christmas Lights Subsidy program for local businesses to purchase and display Christmas Lights for the 2021 festive season (the program to operate under the same guidelines as last year).
- \$22,000.00 for the purchase of additional Christmas Light Display items for the Town Square for the 2021 festive season.

Both of these projects will help to brighten up the City at Christmas for all to enjoy. Last year the new lighting in the Town Square (in the trees, on the poles and sails, the facades and the Christmas Bauble) were very welcomed by the community and if we can add further to the light display in the Town Square it will become a “must-do” photo opportunity during the Christmas period, bringing families into the City Centre to enjoy the festive seasons after another hard year of tough Public Health Order restrictions. Seeing the town decorated at Christmas will lift everyone spirits. The light display items will be stored securely after Christmas to be used for many years to come.

All recipients of Grants must enter into an agreement with Council and provide Council with full acquittal information following the conduct of their activity/program/event. If an organisation fails to adequately acquit their grant, they will be ineligible for grants in the future and may be required to repay the grant funds to Council (depending on the circumstances).

The CAG Panel's recommendations for the approval of grants were presented to the General Manager who approved the grants on 16 November 2021. All applicants will be advised of the outcome of their CAG applications, and the grants will be awarded.

Community Engagement:

Each Round of CAG Funding is open two months prior to the closing date. Council advertises extensively in the Barrier Truth, Council's website and facebook page during this period.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.3	We unite to succeed in Australia's First Heritage Listed City
Strategy:	4.3.1	Opportunities to work together are identified and relationships are developed and maintained for the benefit of the community

Relevant Legislation:

Local Government Act 1993, Section 356

Council's adopted Community Assistance Grant Policy.

Financial Implications:

The budget for Round Two 2021/2022 will be fully expended.

Attachments

1. Minutes of the Community Assistance Grants Panel Meeting held 16 November 2021



JAY NANKIVELL
GENERAL MANAGER

**COMMUNITY ASSISTANCE GRANTS PANEL MEETING
FOR ROUND 2 OF 2021/2022
HELD TUESDAY 16 NOVEMBER 2021 AT 10:00AM**

1. ATTENDANCE

Present: Cr Gallagher (Chair), Cr Clark, Pam Tucker, Sandra Haring, Ken Martin and Leisa Bartlett

Apologies: Cr Kennedy

Moved Cr Clark/Seconded Ken Martin - carried

Acknowledgement of Country delivered the Acknowledgment of Country

2. DISCLOSURE OF INTEREST

NAME	DISCLOSURE	ACTION
Pam Tucker	conflict of interest - Golf Broken Hill application	not participate

3. REPORTS

a) Update Report

Moved Cr Gallagher/ Seconded Cr Clark - carried

That the Panel notes the update provided regarding Round 1 of 2021/2022 Community Assistance Grants.

That the Community Assistance Grants Panel determines the Assessment Score needed to be reached, at this Panel meeting, for applicants to be recommended for approval taking into consideration the number of applications received; the total amount requested; and the budget available (this score will be different for each Panel Meeting).

That the Community Assistance Grants Panel assesses applications received and completes the Assessment Weighting Matrix for each application and the Meeting Evaluation Form recommending approval, or otherwise, of applications.

That the Panel's recommendations be presented to the General Manager for approval with a report to be prepared to the next available Council Meeting for information only.

That the Panel recommends that surplus funds be used for the following two projects:

a) \$10,000 for Christmas Lights subsidy for local businesses to purchase and display Christmas Lights for the December 2021 festive season (the same subsidy as last year)

b) remainder (approximately \$22,000.00) to purchase additional Christmas Light Display/s for the Town Square for the December 2021 festive season.

That Panel Members note that membership of the Panel will cease at the 4 December 2021 Local Government Elections as membership on all Council Committees, Working Groups and Panels is aligned with each Term of Council. Council will advertise for nominations to fill the two community membership positions on the Panel in January 2022 and the Australian Citizen of the Year announced in January will hold a position for 2022.

The Chairperson thanked the Panel Members for their work over the last term of Council.

b) Applications for Round 1 2021/2022

Available Budget for Round 1 2021/2022	\$ 64,250.00
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Organisation	Activity/Project	Meets Eligibility & Assessment Criteria	Assessment Score	Rank	Grant Amount Requested	Grant Amount Approved by Panel	Panel Comment/Notes
Lifeline Broken Hill Country to Coast	suicide preventions workshops x 2	yes	43	1	\$ 10,000.00	\$ 10,000.00	
Broken Hill Philharmonic Society	rental subsidy for Aged Persons Rest Centre	yes	41	2	\$3,700.00	\$ 3,700.00	
Broken Hill Aquatic Swimming Club	upgrade carnival caravan & equipment	yes	40	3	\$6,435.63	\$ 6,435.63	
Golf Broken Hill	rates relief - Council Resolution	yes	39	4	\$6,000.00	\$ 6,000.00	
LiveBetter Community Services	hire of Civic Centre for Disability Ball	yes	39	4	\$1,886.25	\$ 1,886.25	correction to amount reflected in the Business Paper to include GST (as the organisation is registered for GST, therefore GST is included in the grant amount)
West Darling Machinery Preservation Society	Family Fun Day at Queen Elizabeth Park to celebrate the move of the Little Picnic Train	yes	39	4	\$4,034.50	\$ 4,034.50	increase to grant amount requested to include Queen Elizabeth Park hire fees of \$81.00
Totals					\$ 32,056.38	\$ 32,056.38	
unspent grant money remaining:						\$ 32,193.62	

4. General Business

Remainder of \$10,000 for Business Christmas Light program and \$22,000 towards new christmas light decorations for the Town Square.

Follow up on businesses who did not receive their rebate on christmas lights last year.

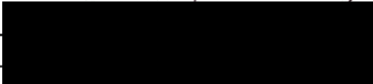
Meeting concluded:

10:40a

Chairperson:



General Manager's Approval:



ORDINARY MEETING OF THE COUNCIL

November 11, 2021

ITEM 8BROKEN HILL CITY COUNCIL REPORT NO. 187/21

SUBJECT: MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 419 HELD ON THURSDAY, 28 OCTOBER 2021 D21/49138

Recommendation

1. That Broken Hill City Council Report No. 187/21 dated November 11, 2021, be received.
2. That the minutes from the Local Traffic Committee – Meeting 419 held on Thursday, 28 October 2021
3. Item No. 416.6.1 - That the parking signs in Union Street be covered for a trial period of three months to identify what impacts are caused without the timed parking spaces adjacent the Morgan Street Primary School in Union Street.

That the triad period be for three months and the covers removed after this time at the end of the first school term.

Further consultation will be arranged with the Principal of the Morgan Street Primary School and the residents in the area before a determination can be decided.

Based on satisfaction results from the trail period the zone will be reinstated permanently – streamline from trial to permit.

4. Item No. 417.6.1 – That a 15-minute timed parking space be installed at the front of Live better, located at 475 Argent Street to allow for the parking of the transport bus.

Council to arrange further consultation with Live Better and arrange for the placement of the parking sign.

5. Item No. 419.6.1 - That the Local Traffic Committee have no objection for the proposed road closures for the Council Christmas Pageant.

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 Thursday, 28 October 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

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. [↓](#) Traffic Committee Minutes - 28 October 2021

CODIE HOWARD
CHIEF ASSETS AND PROJECTS OFFICER

JAY NANKIVELL
GENERAL MANAGER

LOCAL TRAFFIC COMMITTEE

MINUTES OF MEETING NO. 419

Meeting held on Thursday, 28 October 2021 at 10am for a site inspection and then for the meeting at 10.30am in the Council Chamber and via Teams

Minutes taken by: Council's Administration Officer, Tanya Ralph.

Chairperson Codie Howard, Council's Group Manager Infrastructure and Projects opened the meeting at 2pm and welcomed all representatives present and performed an Acknowledgement of Country at the commencement of this meeting.

419.1 Present

Codie Howard	Group Manager Infrastructure and Projects
Marion Browne	Councillor
David Vant	Transport for NSW Representative
Peter Beven	Local Member's Representative
Paul Bezzina	Asset Officer
Jay Nankivell	Guest - Council General Manager

Transport for NSW - Guests

Lisa Kennedy	Associate Community & Safety Partner – Regional and Outer Metropolitan Division – Transport for NSW
Kayla Cohen	Kayla Cohen – Community Support & Safety Officer, Transport for NSW
Belinda Roberts	Senior Manager – Far West Precinct, Community and Place Partner, Transport for NSW

419.2 Apologies

Tom Aylett	NSW Police Representative
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419.3 Disclosure of interest – NIL

Item 419.6.1 – Request for Road Closure for the Council Christmas Pageant

Council's Chief Assets & Projects Officer, Codie Howard informed the committee that he developed the Traffic Control Plan, which has been provided to the committee for the proposed road closures for the Council Christmas Pageant to be held on Saturday, 8 December 2021.

For this reason, Codie excused himself from the meeting at the time that this matter is to be discussed by the committee.

Transport for NSW (TfNSW), David Vant expressed that Codie should stay at that time, that was Codie would be able to provide the committee comments regarding the road closures. The committee members present agreed for Codie to remain in the meeting for this reason.

419.4 Adoption of previous minutes

Minutes of meeting No. 418, held on Tuesday, 5 October 2021 were not provided to the committee prior to this meeting, being that the minutes were not endorsed by Council prior this meeting. The November committee meeting had been brought forward so that David Vant could attend the meeting person, as he was in Broken Hill at this time.

The minutes from that meeting were adopted by Council at their meeting held on Wednesday, 27 October 2021.

The minutes from this meeting will be confirmed and approved by the Local Traffic Committee at their scheduled meeting on Tuesday, 7 December 2021.

All in favour:

Moved:

Seconded:

419.5 Council Resolutions

The following Committee Recommendations over the page were adopted by Council at its meeting held on Wednesday, 27 October 2021.

ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 173/21 - DATED OCTOBER 14, 2021 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 418, HELD TUESDAY, 5 OCTOBER 2021		11/397
RESOLUTION Minute No. 46662 Councillor M Browne moved) Deputy Mayor C Adams seconded)	Resolved <ol style="list-style-type: none">1. That Broken Hill City Council Report No. 173/21 dated October 14, 2021, be received.2. That the minutes from the Local Traffic Committee – Meeting No. 418, held on Tuesday, 5 October 2021 be received.3. Item No. 418.6.1 - That the decision for removal of three car parks adjacent the property at 245 Thomas Street be decided by Council, pending submission of a driveway application. The Local Traffic Committee commented if there are no safety implications identified during Council's assessment. That the three car parks be removed to allow the resident access to the property and for the remainder to the area between the resident's driveways be hatched to enable parking for motor bikes.4. Item No. 418.6.3 – That this matter be referred to Council to undertake an investigation and to consider the request in line with Council's Capital Works Program for sealing unsealed roads around the City.	
CARRIED UNANIMOUSLY		

Transport for NSW Presentation – Community and Place – Community Partnering

TfNSW, Senior Manager - Far West Precinct, Community and Place Partner, Belinda Roberts, presented the committee and Council's General Manager, Jay Nankivell a presentation at the commencement of the meeting. This PowerPoint Presentation informed Council of the many community initiative and grant opportunities available that are supported by TfNSW, that could a benefit the local community.

Community and Place is the voice of the customer, and the voice of the community. They offer a very different role and are going to go forward and make such a difference to the communities, to be the 'glue' that holds it all together.

There are three main areas include the following:

➤ **Safety Network –**

- Local Traffic Committee
- Speed Zone Reviews
- Crash Investigations
- Signage
- Objectives include the following:
 - Assisting with sharing Funding opportunities
 - Link through to other Transport divisions
 - Talk with Council, Community Groups and general community regarding issues and opportunities to assist.

➤ **Road User Safety**

➤ **Community**

Bus Shelter and Transport Infrastructure

TfNSW advised that there are funding opportunities for upgrades to Bus Shelter and Transport Infrastructure.

Council in line with its Disability Inclusion Action Plan, are inspected all bus shelter around the city to see if they are compliant with Australian Standards. TfNSW will be working with council to meet the action deadline and provide more information about the funding available for such projects for people with disabilities:

- Implementation of tactile pavers on disability ramps at bus shelters and bus stops.
- Redesign poles at bus stops and shelters.
- Investigate repositioning the bus stop signs along Argent Street. The position of the signs does not allow enough space for opening of the bus doors. The position currently the door will open at the lights and there is the issue behind that there is a garden bed that will impede and will also need to be considered.

TfNSW can provide Council with a design that has been previously used.

Transport Access Regional Partnerships (TARP)

TARP supports initiatives to improve services and outcomes for transport disadvantaged groups in the community. The TARP program provides funding for projects that address specific transport service gaps to a community or a group of people.

Providing transport opportunity for the communities. They fund the transport, and the TfNSW will deliver the project. Live better already use this system.

TARPs are state funded will be able to assist the organisation that cannot provide transport opportunities. RM licensing to assist the community. The TfNSW will cover the subsidy.

Playtime Preschool contact Live Better to assist with transport for kids that do not have transport. The TARP program has been funded the transport – this enables more enrolments to the preschool being that the transport is funded by TARPS.

Local Government Road Safety Program (LGRSP)

The NSW Road Safety Strategy 2012 -2021 establishes the directions for road safety in NDW. Local government is identified as one of the key partners in the Strategy.

By developing effective partnerships with Councils, locally based road safety initiatives can be delivered to their communities.

Co-funding is available for approved councils to:

- Employ a Road Safety Officer (RSO) whose task will include applying for road safety project funding.
- Support road safety projects to address identified road safety issues in the Local Government Area (LGA).

The program provides:

- Professional support for local councils to address local road safety issues.
- Funding to support a dedicated behavioural road safety role to your LGA.
- Project funding for behavioural and safer system road safety projects.

LGRSO Programs

- Heavy Vehicle Forums
- Free Cuppa for the Driver
- Road Safety workshops
- Child restraint checks
- Onsite observations
- Road safety audits
- Crash data analysis and more

Bike Week

Encourage aboriginal children to wear helmet to encourage them to wear helmet with aboriginal art on them, these are called deadly helmets. This program has proven to be successful with children.

Codie has advised that Council will be interest in the initiative - Road Safety Officer. TfNSW, Jenene Pout will link up with Council to provide further information on how to get funding.

Belinda advised the committee that she is happy to be include and to support the community. Promote at the beginning and that is it. Restructure of the RMS has allocated dedicated teams to roles that will be able to promote services for the City.

Train link services should be increased. There are new trains coming. There will be opportunity to promote in line with introduction of the new trains.

Previously the Indian Pacific collected people from Broken Hill that wanted to travel to Sydney and that we have lost the privilege the train is mainly seen to be for tourist and there is not link for locals to get to Sydney.

The newly appointed Manager for Transport is highly active with the train systems and he will be able to help as he is in contact with the Deputy Prime Minister.

The presentation was concluded and Council's General Manager, Jay Nankivell left the meeting.

419.6 Correspondence In

Item No.	EDRMS No.	Details
419.6.1	D21/46636	Road Closure Request for the Christmas Pageant - Council

419.7 Correspondence Out

Item No.	EDRMS No.	Details
417.6.2	D21/45369	Council Resolution – Request for two additional 5-minute times parking spaces in Garnet Street adjacent the Broken Hill High School – Richard Thomas
418.6.3	D21/46485	Committee response – Request for Wyman Street off Brown Street to be bitumised – Tracey Robinson
415.6.4	D21/30070	Request to reinstate 40km speed zone adjacent the Happy Day Preschool on Kaolin Street, Between Morgan and Cummins Street and on Cummins Street, between Garnet and Kaolin Streets

419.8 General Business

Item No.	EDRMS No.	Details
419.8.1	N/A	Broken Heel Festival has been postponed to 2022
Discussion Notes		The dates for the Broken Heel Festival have been changed to 24 to 28 March 2022 and then again from 8 to 12 September 2022 . They have advised that despite a few regulations set to be lifted in NSW by their December dates, there are still some complicated issues and logistics that surround a big regional Festival like the Broken Heel Festival. They feel that it will be within their best interests of guests and the township of Broken Hill to not put on any extra pressure while we crawl out the current covid situation.
Item No.	EDRMS No.	Details
419.8.2	N/A	Road from Warri gate to Tibooburra – Queensland side of the boarder
Discussion Notes		Queensland has made no attempt complete the Queensland side of the Warri Gate Road. I would be ideal for this road to be bitumised all

		<p>the way from Adelaide to Caines. The road can then be utilized by heavy vehicles.</p> <p>It announced that if this section of the road was bitumised, it would be a tremendous boost for the Broken Hill region. Part of the transport hub for Broken Hill.</p>
Item No.	EDRMS No.	Details
419.8.4	N/A	Silverton Road
Discussion Notes		<p>TfNSW, David Vant informed the committee that David Zhao is the Project Manager for the works completed on the Silverton Road. David advised that the work has not yet been completed and there is additional works planned for the shoulder of the road.</p> <p>David will meet with the Silverton Village Committee to discuss traffic control plans for the Mundi Mundi Big Bash events to be held next year.</p> <p>The committee were not consulted for any part of the process and David has advised that TfNSW will include and involve the committee in all the decisions that affect the area and include any other matter that may be affected by the Mundi Mundi Bash.</p> <p>The NSW Police, Council and TfNSW were all provided different information in relation to the traffic control arrangements initially.</p> <p>This is massive events and will make a huge impact on the city of broken Hill.</p> <p>Look at traffic management plans for various numbers of people that will flow into the bash. David has been pleased to be part of this committee as he has some of the inside information that will be helpful and can rely important information.</p>

419.9 Action Item List

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 Chief Assets & Projects Officer, Codie Howard
Current Status	Pending

Date	Committee Recommendation/s
October 28, 2021	<p>That the parking signs in Union street be covered for a trial period of three months to identify what impacts are caused without the timed parking spaced adjacent the Morgan Street Primary School in Union Street.</p> <p>That the triad period be for three months and the covers removed after this time at the end of the first school term.</p> <p>Further consultation will be arranged with the Principal of the Morgan Street Primary School and the residents in the area before a determination can be decided.</p> <p>Based on satisfaction results from the trial period the zone will be reinstated permanently – streamline from trial to permit.</p>
Action Date	Running Actions
August 2021	<p>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.</p> <p>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.</p>
September 2021	<p>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</p> <p>Quarter hour parks on the school 8am to 4pm school holidays and public holidays. The request is for the resident side to be lifted.</p> <p>Recommendation</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
October 2021	<p>The committee were advised that an update was not available at this time, being that Paul Bezzina is not present at this meeting.</p>

	An update will be made available at the next committee meeting.
October 28, 2021	<p>The committee had planned to conduct a site inspection of the area today, but due to weather conditions were able to meet at the site.</p> <p>Paul Bezzina advised the committee that he had meet the Principal of the Morgan Street Primary School and they have expressed that they will be happy for the signs to be covered for a trail period of three months to see what impact is caused.</p> <p>Committee to review a gain at the end of term in 2022.</p> <p>Residents in Union Street will be advised of the trail period and informed that the parking signs in this street adjacent the school will be covered for short period of time. This will intern allow them to park in this area. Further consultation will be arranged after the trial period with both the Principal and residents before a permanent decision is made.</p> <p>Recommendation</p> <p><i>That the parking signs in Union street be covered for a trial period of three months to identify what impacts are caused without the timed parking spaced adjacent the Morgan Street Primary School in Union Street.</i></p> <p><i>That the triad period be for three months and the covers removed after this time at the end of the first school term.</i></p> <p><i>Further consultation will be arranged with the Principal of the Morgan Street Primary School and the residents in the area before a determination can be decided.</i></p> <p><i>Based on satisfaction results from the trail period the zone will be reinstated permanently – streamline from trial to permit.</i></p> <p>Moved: Dave Vant</p> <p>Second: Peter Bevan</p>
Date	Item Details
September 2021	Request to relocate the 'Give Way' sign on the traffic island recent constructed at the intersection of Iodide and Argent Streets.
Item No.	416.8.4
EDRMS No.	General Business
CRM No.	N/A
Responsible Officer	Council's Chief Assets & Projects Officer, Codie Howard
Current Status	Completed

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.
October 28, 2021	That no further action be taken for this item.
Action Date	Running Actions
August 2021	<p>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.</p> <p>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.</p>
September 2021	<p>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 Iodide and Argent Street intersection was reconstructed.</p> <p>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.</p> <p>The committee were advised that Both the signs were knocked down and have been since replaced.</p> <p>The sign is a fair size sign. The problem is when small or lowered cars not having a clear line of sight when having to give way at the intersection.</p> <p>Recommendation</p> <p><i>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.</i></p> <p>The committee will review the results at the next meeting.</p>
October 2021	<p>The committee were advised that an update was not available at this time, being that Paul Bezzina is not present at this meeting.</p> <p>The committee decided to inspect this site at the planned site inspection that will be scheduled prior to the amended meeting date on Thursday, 28 October 2021.</p>
October 28, 2021	<p>The committee had planned to conduct a site inspection of the area today, but due to weather conditions were able to meet at the site.</p> <p>The signs have been identified as a '40km' sign and not a 'Give Way' signs as originally stated. The issue that was raised around the sign was that lower cars will not have a clear line of sight to see oncoming traffic.</p> <p>The sign has been reinstated at the right height by Council since the matter was first raised with the committee.</p>

	<p>Recommendation</p> <p><i>That no further action be taken for this item.</i></p> <p>Moved: David Vant</p> <p>Second: Peter Beven</p>
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 Chief Assets & Projects Officer, Codie Howard
Current Status	Pending
Date	Committee Recommendation/s
September 2021	<ul style="list-style-type: none"> 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.
October 28, 2021	<p>That a 5-minute timed parking space be installed at the front of Live better, located at 475 Argent Street to allow for the parking of the transport bus.</p> <p>Council to arrange further consultation with Live Better and arrange for the placement of the parking sign.</p>
Action Date	Running Actions
September 2021	<p>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.</p> <p>Councillor, 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.</p>

	<p>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.</p> <p>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 zone from 9am to 3pm for parking – 'Community Transport Vehicles Excepted' sign (bus zone).</p> <p>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.</p> <p>Recommendations:</p> <ul style="list-style-type: none"> • 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. <p>Moved by the committee.</p>
October 2021	<p>The committee were advised that an update was not available at this time, being that Paul Bezzina is not present at this meeting.</p> <p>The committee decided to inspect this site at the planned site inspection that will be scheduled prior to the amended meeting date on Thursday, 28 October 2021.</p> <p>Council's Chief Assets & Projects Officer, Codie Howard informed the committee that a search will be undertaken to find the previous recommendation that were approved by the committee at the time the matter was first raised.</p>
October 28, 2021	<p>The committee had planned to conduct a site inspection of the area today, but due to weather conditions were able to meet at the site.</p> <p>There is line marking already in plan and the concern was around the what the sign could say as they are getting a lot of caravanners parking in their space.</p> <p>Previous corresponded in April 2020 meeting. The recommendation at this time was to change the parking sigs for bus only and they matter was then withdrawn by Julie Paull as they wanted to allow their customers to park in the area.</p> <p>TfNSW, David Vant will liaise with TfNSW sign designer, to provide some examples of the required signs. If the sign states permitted parking for a bus, then they are limited for buses to park in this space only and if the word transport was included then this leaves it open for all vehicles types. There is no limited time for parking.</p> <p>Another option would be for the Rangers to be able to identify the vehicles that permitted to park in the space. The issue with this is that not all customers have a disability parking permit.</p>

	<p>Recommendation</p> <p><i>That a 5-minute timed parking space be installed at the front of Live better, located at 475 Argent Street to allow for the parking of the transport bus.</i></p> <p><i>Council to arrange further consultation with Live Better and arrange for the placement of the parking sign.</i></p> <p>Agreed by all committee members present.</p>
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.	D214/35473
CRM No.	N/A
Responsible Officer	Council's Chief Assets & Projects Officer, Codie Howard
Current Status	Completed
Date	Committee Recommendation/s
September 2021	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.
Action Date	Running Actions
September 2021	<p>This matter was missed being address at the Local Traffic Committee meeting and the committee were asked to consider and provide their consent for the below recommendation to be included in the Council Report for adoption, being that work is required by Council to relocated and line mark the road in Garnet Street.</p> <p>Council's Asset Officer, Paul Bezzina advised that he has spoken with the bus company and they have advised that they have no objection for the bus zone to be moved down, if they do not lose the length of the bus zone.</p> <p>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.</p> <p>Recommendation:</p> <p><i>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.</i></p> <p>This recommendation to be included with the committee's recommendation</p>

	for adoption at the September 2021 Council meeting. The committee that was present the September committee meeting have endorsed the above recommendation.
October 2021	Committee recommendation below adopted at the September 2021 Council Meeting held on Wednesday, 29 September 2021. Recommendations: <i>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.</i> Council's Chief Assets & Projects Officer, Codie Howard advised the committee that this request has been referred to the Infrastructure Operations team to schedule the works.
October 28, 2021	Council approved recommendation and Council Operations will now arrange for the signs to be put into place and for the parking to be adjusted in accordance with the recommendation. It has been decided that the existing 2.5m parking space can be adjusted to allow for the two new parking spaces. The parking signs will then be relocated for the bus zone. No further matter to be discussed by the committee and will be removed for the agenda for the LTC.
Date	Item Details
October 28, 2021	Request for road closures for the Council Christmas Pageant
Item No.	418.6.1
EDRMS No.	D21/40716
CRM No.	N/A
Responsible Officer	Council's Group Manager Infrastructure and Projects, Codie Howard
Current Status	Completed
Date	Committee Recommendation/s
October 2021	That the Local Traffic Committee have no objection for the proposed road closure for the Council Christmas Pageant.
Action Date	Running Actions

October 28, 2021	<p>Council's road closure application has been provided to the committee for comment.</p> <p>Recommendation</p> <p><i>That the Local Traffic Committee have no objection for the proposed road closure for the Council Christmas Pageant.</i></p> <p>Moved – Peter</p> <p>Second – Peter Beven</p>
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419.10 Next Meeting Date – Thursday, 28 October 202

419.11 Meeting Closed – 12.01pm

7 December 2021

ORDINARY MEETING OF THE COUNCIL

September 9, 2021

ITEM 9BROKEN HILL CITY COUNCIL REPORT NO. 188/21SUBJECT: ACTION LIST REPORTD21/48003**Recommendation**

1. That Broken Hill City Council Report No. 188/21 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. [↓](#) Action List - Ordinary Council Meetings
2. [↓](#) Action List - Extraordinary Council Meetings

JAY NANKIVELL
GENERAL MANAGER

For Action	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 11/04/2018 Date To: 11/11/2021 Printed: Thursday, 11 November 2021 3:28:50 PM
Action Sheets Report		

Meeting	Officer/Director	Section	Subject
Ordinary Council 26/04/2018	VanDerBerg, Francois Nankivell, Jay	Reports	COMPULSORY ACQUISITION OF WARNOCK GOSSAN STREET ROAD RESERVE
Resolved:			
<ol style="list-style-type: none"> That Broken Hill City Council Report No. 59/18 dated April 6, 2018, be received. That Council make an application to the Minister and Governor for approval to acquire the sections of Warnock and Gossan Street traversing Crown Land in Lot 7469 in Deposited Plan 1182254, under Section 177 of the <i>Roads Act 1993</i> and Section 186 of the <i>Local Government Act 1993</i>. That the acquisition be undertaken in accordance with the requirements of the <i>Land Acquisition (Just Terms Compensation) Act 1991</i>. That upon acquisition, Council to undertake required actions to open the subject road by registration of a plan in accordance with Section 7 of the <i>Roads Act 1993</i>. 			
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 Acquisition 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 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 In progress.			
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			

For Action	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 11/04/2018 Date To: 11/11/2021 Printed: Thursday, 11 November 2021 3:28:50 PM
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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			
<ol style="list-style-type: none"> That Broken Hill City Council Report No. 104/20 dated June 23, 2020, be received. 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. That the annual rent be \$12,000.00 per annum with an annual 2.5% increase. 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 liaising 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. 14 Oct 2021 4:11pm Bartlett, Leisa Lease signed by Council and now in the process of gaining Ministerial consent. 11 Nov 2021 9:01am Bartlett, Leisa Lease with Crown Lands for Ministerial consent.			

For Action	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 11/04/2018 Date To: 11/11/2021 Printed: Thursday, 11 November 2021 3:28:50 PM
Action Sheets Report		

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/07/2020	Andrews, Anne Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST LICENCE OF PART LOT 7315 DP 1183447 TO BROKEN HILL SPEEDWAY CLUB
Resolved			
<ol style="list-style-type: none"> That Broken Hill City Council Report No. 105/20 dated July 1, 2020, be received. 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. That the lease term be 25 years and the annual rental be the minimum Crown Lands rental. 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			
<p>12 Aug 2020 10:00am Bartlett, Leisa Solicitors are drawing up the licence agreement.</p> <p>17 Sep 2020 3:09pm Bartlett, Leisa Draft lease being finalised.</p> <p>16 Oct 2020 9:20am Bartlett, Leisa Draft lease with Solicitors.</p> <p>10 Nov 2020 4:26pm Bartlett, Leisa Licence is with the Broken Hill Speedway Club for signature.</p> <p>30 Nov 2020 2:11pm Bartlett, Leisa Licence with Speedway Club for signature.</p> <p>12 Feb 2021 10:04am Bartlett, Leisa Licence signed by all parties and is now with the Minister for approval.</p> <p>18 Mar 2021 4:40pm Bartlett, Leisa In progress.</p> <p>16 Apr 2021 10:42am Bartlett, Leisa In progress.</p> <p>12 May 2021 12:14pm Bartlett, Leisa In progress.</p> <p>17 Jun 2021 4:55pm Bartlett, Leisa Waiting on response from Local Aboriginal Land Council.</p> <p>15 Jul 2021 12:15pm Bartlett, Leisa Solicitor is awaiting a response from the Local Aboriginal Land Council.</p> <p>12 Aug 2021 3:04pm Bartlett, Leisa Council's Solicitor is awaiting a response from the Local Aboriginal Land Council.</p> <p>15 Sep 2021 9:06am Bartlett, Leisa Council staff following up with Local Aboriginal Land Council.</p> <p>14 Oct 2021 4:12pm Bartlett, Leisa Awaiting response from Local Aboriginal Land Council.</p> <p>11 Nov 2021 9:02am Bartlett, Leisa Awaiting response from the Local Aboriginal Land Council.</p>			

Meeting	Officer/Director	Section	Subject
Ordinary Council 9/12/2020	Andrews, Anne Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST LICENCE TO NEXTGEN NETWORKS PTY LTD
Resolved			
<ol style="list-style-type: none"> That Broken Hill City Council Report No. 175/20 dated November 24, 2020, be received. 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. 			

For Action	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 11/04/2018 Date To: 11/11/2021 Printed: Thursday, 11 November 2021 3:28:50 PM
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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

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.

15 Sep 2021 9:09am Bartlett, Leisa

In progress.

14 Oct 2021 4:15pm Bartlett, Leisa

Awaiting information from applicant to be able to progress further.

11 Nov 2021 9:02am Bartlett, Leisa

Potential amendments being discussed.

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			
<ol style="list-style-type: none"> 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.			
12 Oct 2021 11:08am Bartlett, Leisa			
Development of plan ongoing.			
11 Nov 2021 9:03am Bartlett, Leisa			
Ongoing.			

Meeting	Officer/Director	Section	Subject
Ordinary Council 31/03/2021	Howard, Codie Nankivell, Jay	Notice of Motion	STREET LIGHTING
Resolved			

For Action	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 11/04/2018 Date To: 11/11/2021 Printed: Thursday, 11 November 2021 3:28:50 PM
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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

16 Apr 2021 10:53am Bartlett, Leisa

Report being prepared 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.

12 Oct 2021 11:09am Bartlett, Leisa

Meeting with Essential Energy delayed due to COVID-19.

11 Nov 2021 9:03am Bartlett, Leisa

Discussions being held with Southern Lights Group around long-term ownership of street lights and installation of new poles.

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			
<ol style="list-style-type: none"> 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 overhead 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			
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.			

For Action	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 11/04/2018 Date To: 11/11/2021 Printed: Thursday, 11 November 2021 3:28:50 PM
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15 Sep 2021 9:09am Bartlett, Leisa

Amendments being discussed with AGL.

14 Oct 2021 4:16pm Bartlett, Leisa

Matter in progress, minor changes being made to licence agreement.

11 Nov 2021 9:04am Bartlett, Leisa

Licence documents finalised, execution arranged.

Meeting	Officer/Director	Section	Subject
Ordinary Council 26/05/2021	Falkner, Georgina Nankivell, Jay	Reports	UPDATE ON PROPOSED ACQUISITION OF FEDERATION WAY
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			
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.			
14 Oct 2021 4:16pm Bartlett, Leisa			
Meeting proposed for early November 2021.			
11 Nov 2021 9:05am Bartlett, Leisa			
Initial meeting held, further negotiations to continue.			

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Nankivell, Jay Nankivell, Jay	Reports	AGREEMENT WITH SERVICE NSW FOR BUSINESS
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			
12 Oct 2021 11:11am Bartlett, Leisa			
Copy of Agreement provided by Service NSW is with the Mayor and General Manager for execution.			
11 Nov 2021 9:05am Bartlett, Leisa			
Agreement in the process of being executed.			

For Action	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 11/04/2018 Date To: 11/11/2021 Printed: Thursday, 11 November 2021 3:28:50 PM
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Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Howard, Codie Nankivell, Jay	Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 416 HELD TUESDAY, 3 AUGUST 2021
Resolved			
<ol style="list-style-type: none"> 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			
08 Sep 2021 12:57pm Bartlett, Leisa Resolutions have been workflowed to operational team for completion. 12 Oct 2021 11:14am Bartlett, Leisa Resolutions with operational team to complete. 11 Nov 2021 3:27pm Bartlett, Leisa With operational team for completion.			

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Brown, Simon Nankivell, Jay	Confidential Matters	AQUATIC CENTRE CONTRACT RENEWAL
Resolved			
<ol style="list-style-type: none"> 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. 			
CARRIED			
14 Sep 2021 2:43pm Bartlett, Leisa Awaiting signed copy of contract to be returned from YMCA NSW. 14 Oct 2021 3:27pm Bartlett, Leisa Signed copy of Contract received by Council. To be signed by Mayor and General Manager. 11 Nov 2021 9:21am Bartlett, Leisa COMPLETE			

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/09/2021	Brown, Simon Nankivell, Jay	Reports	2020/2021 DRAFT ANNUAL FINANCIAL STATEMENTS
Resolved			

For Action	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 11/04/2018 Date To: 11/11/2021 Printed: Thursday, 11 November 2021 3:28:50 PM
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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.

CARRIED

14 Oct 2021 3:28pm Bartlett, Leisa

Financial Reports being finalised. Audit, Risk and Improvement Committee Meeting scheduled for 20/10/2021.

11 Nov 2021 9:22am Bartlett, Leisa

Presented to Audit, Risk & Improvement Committee.

COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/09/2021	Howard, Codie Nankivell, Jay	Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 417 HELD TUESDAY, 7 SEPTEMBER 2021

Resolved

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.

CARRIED UNANIMOUSLY

12 Oct 2021 11:18am Bartlett, Leisa

Resolution has been workflowed to operational team for completion.

11 Nov 2021 3:28pm Bartlett, Leisa

With operational team for completion.

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/09/2021	Nankivell, Jay Nankivell, Jay	Confidential Matters	CIVIC CENTRE LEGAL ACTION UPDATE

Resolved

1. That Broken Hill City Council Report No. 168/21 dated September 24, 2021, be received.
2. That Council approve the increase in budget as per the below report and attached cost schedule to see the case through to fruition.

For Action	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 11/04/2018 Date To: 11/11/2021 Printed: Thursday, 11 November 2021 3:28:50 PM
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3. That Council note and endorse the proposed recommendations within the report to limit Council's legal and financial exposure and protect Council's interests.
4. That further reports and updates be provided to Council on the proposed recommendations when necessary

CARRIED

14 Oct 2021 3:29pm Bartlett, Leisa
Budget updated in Q1 Review. Reports provided as information is available.
11 Nov 2021 9:23am Bartlett, Leisa
COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/10/2021	Andrews, Anne Nankivell, Jay	Reports	MORE THAN MINING CAMPAIGN
Resolved			
<ol style="list-style-type: none"> 1. That Broken Hill City Council Report No. 169/21 dated October 12, 2021, be received. 2. That Council contributes \$20,000 to Stage 2 of the More Than Mining Campaign. 			
CARRIED UNANIMOUSLY			
<p>11 Nov 2021 9:23am Bartlett, Leisa Payment being arranged. Broken Hill promotional activities being discussed.</p>			

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/10/2021	Brown, Simon Nankivell, Jay	Reports	QUARTERLY BUDGET REVIEW STATEMENT FOR PERIOD ENDED SEPTEMBER 2021
Resolved			
<ol style="list-style-type: none"> 1. That Broken Hill City Council Report No. 171/21 dated October 15, 2021, be received. 2. That the 1st Quarterly Budget Review Statement and recommendations be adopted. 3. That Council note the projected 2020/21 operating deficit (before capital) of \$2,431,000. 4. That Council note the 2020/21 projected capital budget expenditure of \$48,407,000. 			
CARRIED UNANIMOUSLY			
<p>11 Nov 2021 9:25am Bartlett, Leisa Quarterly budget review recommendations implemented., COMPLETE</p>			

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/10/2021	Howard, Codie Nankivell, Jay	Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 418, HELD TUESDAY, 5 OCTOBER 2021
Resolved			
<ol style="list-style-type: none"> 1. That Broken Hill City Council Report No. 173/21 dated October 14, 2021, be received. 2. That the minutes from the Local Traffic Committee – Meeting No. 418, held on Tuesday, 5 October 2021 be received. 			

For Action	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 11/04/2018 Date To: 11/11/2021 Printed: Thursday, 11 November 2021 3:28:50 PM
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3. Item No. 418.6.1 - That the decision for removal of three car parks adjacent the property at 245 Thomas Street be decided by Council, pending submission of a driveway application. The Local Traffic Committee commented if there are no safety implications identified during Council's assessment.
- That the three car parks be removed to allow the resident access to the property and for the remainder to the area between the resident's driveways be hatched to enable parking for motor bikes.
4. Item No. 418.6.3 – That this matter be referred to Council to undertake an investigation and to consider the request in line with Council's Capital Works Program for sealing unsealed roads around the City.
- CARRIED UNANIMOUSLY
- 11 Nov 2021 9:26am Bartlett, Leisa
Matter referred back to Traffic Committee for action.
COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/10/2021	Brown, Simon Nankivell, Jay	Reports	PUBLIC PRESENTATION OF 2020/2021 FINANCIAL STATEMENTS
Resolved			
1. That Broken Hill City Council Report No. 177/21 dated October 21, 2021, be received.			
2. That Council adopt the financial statements and present the Annual Financial Statements inclusive of the Auditor's Reports for 2020/21 to the public.			
CARRIED			
11 Nov 2021 9:27am Bartlett, Leisa Nil submissions. COMPLETE			

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/10/2021	Bartlett, Leisa Nankivell, Jay	Council Resolution	Council Resolution
Resolved			
1. That the matter of urgency be accepted.			
2. That the correspondence be sent to the Electoral Commissioner, Member for Barwon and relevant Minister opposing the Electoral Commission's 100m rule (people handing out 'how to vote' cards must be no closer than 100m to a polling place) which will affect the distribution of campaign material during the pre-poll period and on election day on the grounds that this will hinder the democratic right of candidates to present information to voters and is the disproportional response to health risks given the COVID-19 Reopening Roadmap conditions which will apply after 1 December 2021.			
CARRIED UNANIMOUSLY			
04 Nov 2021 2:24pm Bartlett, Leisa Correspondence sent 4/11/2021. COMPLETE			

For Action

Division:

Committee:

Officer:

Further Report Required:

Extraordinary Council

Including Further Reports

Date From:

Date To:

11/09/2021

11/11/2021

Printed: Thursday, 11 November 2021 3:51:51 PM

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Meeting	Officer/Director	Section	Subject
Extraordinary Council 4/11/2021	Howard, Codie Nankivell, Jay	Confidential Matters	T21/17 - REQUEST FOR TENDER - DESIGN OF E.P O'NEILL MEMORIAL PARK REDEVELOPMENT PROJECT

Resolved

1. That Broken Hill City Council Report No. 178/21 dated October 28, 2021, be received.

2. That Council award T21/17 Tender for Design of E.P O'Neill Memorial Park Redevelopment Project to Barnson for \$437,855.00 (including GST).

CARRIED

11 Nov 2021 3:51pm Bartlett, Leisa

Tender awarded.

COMPLETE

QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETINGS

1. QUESTIONS ON NOTICE NO. 8/21 - DATED NOVEMBER 04, 2021 - COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE OCTOBER 2021 ORDINARY COUNCIL MEETING (D21/48005).....441

ORDINARY MEETING OF THE COUNCIL

November 4, 2021

ITEM 1QUESTIONS ON NOTICE NO. 8/21

SUBJECT: COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE
OCTOBER 2021 ORDINARY COUNCIL MEETING D21/48005

Summary

The report provides responses to questions raised by Councillors during the October 2021 Council Meeting, which were taken on notice.

Recommendation

1. That Questions On Notice No. 8/21 dated November 4, 2021, be received.

Background

Following are the responses to questions raised by Councillors which the Mayor and/or General Manager did not answer and took on notice at the October 2021 Council Meeting.

Question:	<u>From Item 5 – Broken Hill Traffic Committee Minutes</u> 11/397 <i>Councillor Kennedy requested that a disabled parking space adjacent to the dog off-leash area at the Queen Elizabeth Park be investigated.</i>
Response:	This request will be discussed at the next Local Traffic Committee.
Question:	<u>Broken Hill Skate Rink Roof Replacement – Memorial Oval</u> 20/144 <i>Councillor Kennedy asked whether the entire roof of the Skate Rink at Memorial Oval will be replaced and the timeframe for the works to be completed.</i>
Response:	A full roof replacement for this particular building was deemed not necessary by Council's Insurance Assessor and they concluded that only the hail damaged ventilators and minimal sheeting were to be replaced and matched to existing infrastructure. The works at this site have now been completed.
Question:	<u>Broken Hill Harness Racing Club</u> 15/22 <i>Councillor Kennedy asked if the General Manager could investigate alternative sites for the NSW Health COVID testing, so that it can be relocated in order for the Broken Hill Harness Racing season to commence as scheduled.</i>

Response:	<p>The Broken Hill Harness Racing Club were advised on Monday 1 November 2021 that NSW Health have been requested to relocate the COVID-19 testing facility from the Memorial Oval site by close of testing on Friday 12 November 2021. This is due to a number of factors including:</p> <ol style="list-style-type: none"> 1. High vaccination rate in Broken Hill. 2. The opening up of the state to promote an economic recovery, as we move into the recovery stage of the pandemic; and 3. Pre-existing commercial arrangements that are now allowed to function due to the easing of restrictions with the NSW Public Health Orders. <p>NSW Health have since relocated their testing facility back to the Community Health Centre in Crystal Street.</p>
Question:	<p><u>Councillor's evidence of COVID-19 Vaccination</u> 11/21 <i>Councillor Algate referred to the requirements for Councillors to provide evidence of receiving two doses of a recognised COVID-19 vaccination to Council in order to attend Council Meetings and Council facilities; raising concerns regarding the storage of medical information and requested that the records now be destroyed.</i></p>
Response:	<p>Once vaccination status verified by HR against Public Health Order requirements, certificates are deleted from Council system.</p>
Question:	<p><u>Footpath Replacement Works Schedule</u> 20/112 <i>Councillor Licul asked how members of the public can find out where and when the next stage of footpath replacement works will be carried out?</i></p>
Response:	<p>The Council Projects team and Communication team are currently developing a user-friendly map that can be accessed by the community through Council's website. This map will show what works have been completed so far, planned works for the next 12 months and the full shared path plan. This is still in a development stage with the aim to go live early in the new year.</p>

Attachments

There are no attachments for this report

JAY NANKIVELL
GENERAL MANAGER

CLOSED

Council Meeting to be held **Wednesday, November 24, 2021**

1. **BROKEN HILL CITY COUNCIL REPORT NO. 189/21 - DATED**
NOVEMBER 16, 2021 - CONFIDENTIAL MINUTES FOR CONFIRMATION
OF THE EXTRAORDINARY COUNCIL MEETINGS HELD 4 NOVEMBER
2021 AND 11 NOVEMBER 2021 - CONFIDENTIAL

(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).