

Notice is hereby given, in accordance with the provisions of the *Local Government Act 1993*, that an Ordinary Meeting of the Broken Hill City Council will be held in the Council Chambers on **Wednesday**, **29 June 2022** commencing at **6:30pm** to consider the following business:

AG	ENDA
1	Opening the Meeting
2	Apologies
3	Leave of Absence Applications
4	Prayer
5	Acknowledgement of Country
6	Acknowledgement of Broken Hill's Mining History
7	Public Forum Session
8	Minutes for Confirmation
9	Disclosure of Interest
10	Mayoral Minute(s)
11	Notice of Motion
12	Notices of Rescission
13	Reports from Delegates
14	Committee Reports a) Recommendations of Health and Building Committee meeting held Tuesday, 14 June 2022 b) Recommendations of Policy And General Committee meeting held Wednesday, 15 June 2022
15	Further Reports
16	Questions Taken on Notice from Previous Council Meeting
17	Questions for Next Meeting Arising from Items on this
18	Public Forum Session
19	Confidential Matters
20	Conclusion of the Meeting

STATEMENT OF ETHICAL OBLIGATIONS

All Councillors undertook an Oath or Affirmation at the beginning of their term of office and declared to undertake the duties of the office of Councillor in the best interests of the people of the Broken Hill Local Government Area and the City of Broken Hill; and that they will faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the *Local Government Act 1993* or any other Act to the best of their ability and judgment.

LIVE STREAMING OF COUNCIL MEETINGS

This Council meeting is being streamed live, recorded, and broadcast online via Facebook.

To those present in the gallery today, by attending or participating in this public meeting you are consenting to your image, voice and comments being recorded and published.

The Mayor and/or General Manager have the authority to pause or terminate the stream if comments or debate are considered defamatory or otherwise inappropriate for publishing.

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

JAY NANKIVELL GENERAL MANAGER

MINUTES FOR CONFIRMATION

Minutes of the Ordinary Meeting of the Council meeting held Wednesday, May 25, 2022.

Meeting commenced at 6:30pm.

PRESENT: Councillor T. Kennedy (Mayor) Councillor J. Hickey (Deputy Mayor),

Councillors B. Algate, M. Boland, M. Browne, A. Chandler, D. Gallagher

and D. Turley.

General Manager, Chief Assets and Projects Officer, Chief Corporate and Community Officer, Chief Financial Officer, Manager Communications and Marketing, Executive Manager People and Culture, Executive Officer and

Executive Assistants.

Media (4), Members of the Public (13)

APOLOGIES: Councillors H. Jewitt and R. Page

RESOLUTION Resolved

Minute No. 46841

Councillor D Gallagher moved Councillor A Chandler seconded

That the apologies submitted on behalf of Councillor Jewitt and Councillor Page be

accepted.

CARRIED UNANIMOUSLY

LEAVE OF ABSENCE APPLICATIONS: Nil

PRAYER

Councillor Boland delivered the prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Gallagher delivered the Acknowledgment of Country.

PUBLIC FORUM

<u>Validity of bi-monthly newsletter and suggestions for more effective means of communication from Council to the community (Item 17)</u>

Ms Gigi Barbe advised she is in favour of increasing communication with residents but spoke against a printed bi-monthly newsletter posted to residents stating that it is archaic in digital times and made the following comments/suggestions:

- A Town Crier may be a more environmentally friendly solution and a colourful attraction for the City.
- The cost of \$22,000.00 for a printed bi-monthly newsletter is excessive for a publication that will possibly only be read once and discarded.
- Money would be better spent on new community noticeboards at strategic locations around the City containing A3 size pages of the newsletters and posters of other community information – these can be read by both residents and visitors to the City.
- A digital newsletter could be posted on Council's website which can be read and downloaded.
 This could be a weekly newsletter which contains an article regarding the accomplishments of
 each Councillor (in bullet point form) per edition with an accompanying Bulletin that features
 in detail the accomplishments of one Councillor (each Councillor would report on their
 accomplishments once every 3 months).

Grant application service by Council's Growth and Investment Department (Item 18)

Ms Gigi Barbe referred to a statement on the Economic Development page of Council's website which states: ... "We must also actively pursue prospects for new business investment and encourage and support local entrepreneurs and innovation as our economy transforms to meet new opportunities"...

Ms Barbe commented that Council taking on the writing of grant applications for not-for-profit organisations contradicts the purpose of Council's Growth and Investment Unit and that proposed grant writing fees ranging up to \$150.00/hour is not a way to encourage local entrepreneurs nor are the fees affordable for not-for-profit organisations. Ms Barbe suggested that Council staff could offer the service of reviewing an organisation's grant application once they have written it and prior to it being submitted, to offer suggestions for improvement rather than the time consuming task of gathering all the necessary information and letters of support to write the application for them. This would reduce the fee charged to the organisation and would free up resources for the Growth and Investment Unit to carry out work to attract new business investment in the City.

Ms Barbe also questioned how Council staff would be impartial if they were approached to write grant applications for two separate local organisations vying for the same grant funding? How would impartiality be applied and monitored?

Ms Barbe suggested that Council staff could offer the service of reviewing an organisation's grant application once they have written it and prior to it being submitted, to offer suggestions for improvement and that Council's fee could be based on the number of pages being evaluated.

Distribution of Council Meeting Business Papers

Ms Barbe commented that it appears that the timing of the Standing Committees doesn't allow for the publication of the Ordinary Council Meeting Business Papers in a timely manner for the community to examine them in detail. Ms Barbe advised that the Library did not have their public copy on Monday and questioned whether Councillors have sufficient time to consider all matters diligently. Ms Barbe suggested an improvement to the Council Meeting process could be to move the Standing Committee week forward by one week for the remaining months of this year to allow for the Standing Committee recommendations to be published well before the Ordinary Council Meetings.

Library Redevelopment Project Update

Ms Barbe advised of her disappointment that an update has not been given to the community regarding the building of a new Library and asked when the community will be provided with the architect's new designs for the Library; and also asked when construction will commence?

Mayor's Responses

- The validity of a bi-monthly newsletter is something that the community have asked for over the past 20 years, mostly by senior citizens who do not use computers or technology and no longer buy the Barrier Truth but still want to be informed of Council's activities.
- Council is rolling out a "way-finding" project which will give locals and tourists access to Council information.
- Council has a Grants Officer who does not have time to dedicate to writing grants for local
 organisations. The report is about employing an additional Grants Officer (if the demand
 warrants) solely on a cost recovery basis. Some professional grant writers take up to 30% of
 the funding as a fee for service and Council's model will be more cost effective for local
 organisations to utilise. Council's Grants Officer also has knowledge of all of the grants that
 are accessible and has the expertise to assist local organisations.
- Council's Business Papers must be available to Councillors at least 72 hours in advance of the Council Meeting as per the Local Government Act 1993 and it is unrealistic to expect Council Officers to be working on business papers for two thirds of the month. The timing of Standing Committee Meetings and Council Meetings has been proven to be the most effective to allow time for the writing of reports each month and for Council to consider time critical matters that are current each month, otherwise if the Standing Committees were moved forward a week then this may mean that matters would not be dealt with until the following month and be retrospectively presented to Council.

 An update on the Library Redevelopment Project was the subject of a recent report to Council. The new Library will be built very similar to the previous designs but on a smaller budget. Council is currently planning the temporary relocation of the Library service while the new Library is being built, and construction is estimated to take approximately 18 months.

The General Manager advised that an update report will be provided to the June Council Meeting regarding the Library Redevelopment Project which will specifically be around the architectural design of the building due to the change in scope of the project. The new design is very similar to the design that was previously on public exhibition but with the removal of some of the additional components such as the water play area, the stage at the back of the Town Hall Façade. The landscaping and carpark works will now be undertaken by Council staff. The project is currently being re-costed to the new designs and a update report will be provided to the June Council Meeting for Council's consideration. A start date has not yet been determined, however the project is still slated for completion by December 2023.

MINUTES FOR CONFIRMATION

RESOLUTION Minute No. 46842 Councillor R Algate moved Deputy Mayor J Hickey seconded Percentage of the Ordinary Meeting of the Council of the City of Broken Hill held April 27, 2022 be confirmed. CARRIED UNANIMOUSLY

DISCLOSURE OF INTEREST

Councillor Browne declared:

a non-pecuniary interest in Item 1 of the Health and Building Committee Meeting (Report No. 110/22) as she is a Board Member of the West Darling Arts Association and advised that she will leave the Council Chambers whilst the item is considered.

MAYORAL MINUTES

ITEM 1 - MAYORAL MINUTE NO. 6/22 - DATED MAY 16, 2022 - SUPPORT FOR LANDCARE
BROKEN HILL'S PROPOSED IMPERIAL LAKES SUSTAINABILITY HUB AND NATURE PARK
PROJECT
D22/25536

FROJECT		D22/25550
RESOLUTION Minute No. 46843		Resolved
Mayor T Kennedy moved Deputy Mayor J Hickey seconded)	 That Mayoral Minute No. 6/22 dated May 16, 2022, be received.
		 That Council supports concept of Landcare Broken Hill's Sustainability Hub and Imperial Lakes Nature Park Project for the redevelopment of the Imperial Lakes as

 That Council provides initial support to the project by way of in-kind support (Council staff time) for the process involved in the change of planning zone to allow for the proposed change in use of the Imperial Lake

outlined in the Councillor Briefing held

Thursday 28 April 2022.

site for the redevelopment as a Sustainability Hub and Imperial Lakes Nature Park; and to provide support to Landcare Broken Hill's future funding efforts by way of ongoing advocacy and the provision of letters of support towards Federal and State grant funding applications.

CARRIED UNANIMOUSLY

NOTICES OF MOTION

Nil.

RESCISSION MOTIONS

Nil.

REPORTS FROM DELEGATES

Nil.

COMMITTEE REPORTS

WORKS COMMITTEE

ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 109/22 - DATED MAY 03, 2022 - NOMINATIONS FOR MEMBERSHIP ON THE E.P. O'NEILL PARK REDEVELOPMENT PROJECT STEERING GROUP D22/21780

RESOLUTION Minute No. 46844 Councillor R Algate moved Councillor D Turley seconded

Resolved

- 1. That Broken Hill City Council Report No. 109/22 dated May 3, 2022, be received.
- That Mr Peter Johnston, Ms Anita Hoystead, Mr Michael McKee, Mr Jack Woods and Ms Leah Carr, be appointed as user representatives on the E.P. O'Neill Memorial Park Redevelopment Project Steering Group.

HEALTH AND BUILDING COMMITTEE

<u>ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 110/22 - DATED APRIL 29, 2022 - WEST DARLING ARTS - MEMORANDUM OF UNDERSTANDING</u>
D22/20512

Councillor Browne declared an interest in item 3 and left the Council Chambers at 6:57pm.

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During debate of Item 3, Councillor Boland proposed an addendum to the motion to investigate the establishment of a similar Memorandum of Understanding with the Willyama Art Society. The Mayor advised that as the addendum related to a different organisation, the matter would be dealt with as a separate motion following consideration of Report No. 110/22.

RESOLUTION Minute No. 46845 Councillor M Boland moved

Councillor R Algate seconded

Resolved

- 1. That Broken Hill City Council Report No. 110/22 dated April 29, 2022, be received.
- 2. That Council enter a Memorandum of Understanding with West Darling Arts as detailed in the report for the financial year 2022/2023 for an amount of \$17,510.00.
- That Council resolve the term of the Memorandum of Understanding with West Darling Arts to be of one year duration and further funding assessed following receipt of the West Darling Arts Annual Report in 2023.
- That Council receives quarterly reports from West Darling Arts regarding the progress of activities that align with the key performance indicators set out in the Memorandum of Understanding.

CARRIED UNANIMOUSLY

Councillor Browne returned to the Council Chambers at 7:01pm.

The Mayor advised Councillor Browne that Council had adopted the report recommendation.

MATTER RELATING

RESOLUTION
Minute No. 46846
Councillor M Boland moved
Councillor R Algate seconded

Resolved

That the General Manager be invited to provide a report regarding the establishment of a Memorandum of Understanding with the Willyama Art Society with a view to granting the Society the ability to conduct a biennial art exhibition at the Broken Hill City Art Gallery (or at another Council facility) as they have for the past 60 years.

<u>ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 111/22 - DATED APRIL 05, 2022 - MINUTES OF THE PICTON OVAL COMMUNITY COMMITTEE MEETINGS</u> D22/16305

The General Manager took a question on notice from Councillor Turley regarding Councillors being provided with a schedule of meeting dates for Section 355 Committee Meetings.

RESOLUTION Minute No. 46947		Resolved	
Minute No. 46847 Councillor D Turley moved Councillor D Gallagher seconded)	 That Broken Hill City Council Report No. 111/22 dated April 5, 2022, be received. 	
		 That the minutes of the Picton Oval Community Committee Meeting held 21 March 2022 be received. 	

CARRIED UNANIMOUSLY

POLICY AND GENERAL COMMITTEE

<u>ITEM 5 – COUNCILLORS REPORT NO. 1/22 – DATED MAY 06, 2022 – DELEGATE'S REPORT – ATTENDANCE AT THE WESTERN DIVISION COUNCILS OF NSW 2022 MID-TERM CONFERENCE</u>

D22/22410

RESOLUTION

Minute No. 46848

Councillor D Gallagher moved) 1. That C Councillor A Chandler seconded) 6, 202

- 1. That Councillors Report No. 1/22 dated May 6, 2022, be received.
- That Councillor Gallagher provides a verbal Delegate's Report regarding attendance at the Western Division Councils of NSW 2022 Mid-Term Conference held in Cobar 1-3 May 2022; and that the verbal report be received.
- That Council thanks the President of the Western Division Councils of NSW (Councillor Gallagher) for hosting the Mid-Term Conference.
- That a report be presented to the Policy and General Committee confirming Council's motion to the Western Division Councils of NSW 2022 Mid-Term Conference which related to a proposal to amend legislation to allow for an increase to the land rates base rate to 75%.

<u>ITEM 6 – BROKEN HILL CITY COUNCIL REPORT NO. 112/22 – DATED MAY 05, 2022 – CORRESPONDENCE REPORT – MOBILE COMMUNICATIONS UPGRADE REQUIRED FOR THE BROKEN HILL RACECOURSE</u>

D22/22175

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RESOLUTION

Minute No. 46849

Councillor M Boland moved Councillor R Algate seconded

Resolved

- 1. That Broken Hill City Council Report No. 112/22 dated May 5, 2022, be received.
- That correspondence dated 20 April 2022
 from Mr Roy Butler MP, Member for Barwon
 and correspondence dated 21 April 2022
 from The Hon Mark Coulton MP, Federal
 Member for Parkes in reply to the Mayor's
 correspondence regarding the need for an
 upgrade to mobile communications at the
 Broken Hill Racecourse, be received and
 noted.
- 3. That Council notes that, as per Council's Resolution 27 April 2022 (Minute No. 46830), a temporary solution is being arranged for the conduct of Agfair Broken Hill to be held 27-28 May 2022 and Council will contribute \$37,000 from unspent funds in the 2021/2022 Community Assistance Grants budget as a co-contribution (with Agfair Broken Hill, Foundation Broken Hill, NSW State Government and Telstra) towards a "Temporary Cell on Wheels" for the duration of Agfair.
- 4. That Council notes correspondence dated 10 May 2022 received from The Hon Scott Barrett MLC regarding the temporary solution for a "Temporary Cell on Wheels" to be operational for the duration of Agfair.
- 5. That the Policy and General Committee liaise with Local Government NSW regarding the inadequate mobile phone coverage in and around Broken Hill and opportunities for an upgrade to mobile phone coverage under the black spot funding program; and that a motion be submitted to the Local Government NSW Annual Conference regarding the inadequate mobile phone coverage across regional NSW.

<u>ITEM 7 – BROKEN HILL CITY COUNCIL REPORT NO. 113/22 – DATED MAY 05, 2022 – CORRESPONDENCE REPORT – WEATHER RADAR FOR FAR WEST NSW D22/22274</u>

RESOLUTION Minute No. 46850 Councillor M Boland moved Minute No. 46850 Councillor M Boland moved No. 46850 Councillor M Boland moved No. 46850 Councillor M Boland moved No. 46850

Deputy Mayor J Hickey seconded

2. That the copy of correspondence dated 28 March 2022 from the Hon Susan Ley, Minister for the Environment addressed to The Hon Mark Coulton MP, Federal Member for Parkes (forwarded to Council by the Federal Member for Parkes) in response to recent representations made on behalf of the Pastoralists' Association of West Darling seeking improvements to the weather radar coverage for the Far West NSW region, be

received and noted.

113/22 dated May 5, 2022, be received.

3. That reply correspondence be sent to the newly appointed Minister for Environment explaining that poor mobile phone coverage in Broken Hill and the Far West NSW region would hamper the use of weather apps as suggested in correspondence from the Hon Susan Ley MP, and reiterating that the region requires doppler weather radars to provide adequate notice of impending severe weather events.

CARRIED UNANIMOUSLY

ITEM 8 – BROKEN HILL CITY COUNCIL REPORT NO. 114/22 – DATED APRIL 01, 2022 –
DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN
2022/2023, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE
OF FEES AND CHARGES 2022/2023
D22/15215

RESOLUTION

Minute No. 46851

Councillor R Algate moved) 1. That B

Councillor D Gallagher seconded

- That Broken Hill City Council Report No. 114/22 dated April 1, 2022, be received.
- That Council endorse the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 for the purpose of public exhibition for community comment for a 28-day period.
- That Council receives a further report at the conclusion of the exhibition period, outlining submissions received and any recommendation for changes arising, with a

view to adopting the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 for implementation on 1 July 2022.

- 4. That Council endorses Rating Option 2 as provided in this report with overall rate revenue increasing by 2.3% as per the additional special variation application (ASV). Mines rates contribution increases to 16%, while Business industrial reduce to their 2019/20 level of 4.31%. Business rate contribution decreases by 0.82% from 17.58% to 16.76%.
- 5. That Council endorses Residential Waste Fees (Weighbridge) Option 1 as provided in this report to continue with the current model of waste charges but with an increased number of vouchers provided to ratepayers for mixed waste disposal. An increase from 5 vouchers to 8 vouchers would allow ratepayers 3 extra visits to the Waste Management Facility free of charge with recyclables, e-waste, steel and iron and green waste up to 1 tonne continuing to be accepted free of charge without the use of a voucher. Additional vouchers can be supplied upon request for eligible residential customers.
- 6. That Council notes that a Waste Management Strategy is being developed.

CARRIED UNANIMOUSLY

<u>ITEM 9 – BROKEN HILL CITY COUNCIL REPORT NO. 120/22 – DATED MAY 09, 2022 – DRAFT LONG TERM FINANCIAL PLAN 2023-2032</u> D22/22600

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RESOLUTION Minute No. 46852 Councillor M Boland moved Councillor D Gallagher seconded

Resolved

- 1. That Broken Hill City Council Report No. 120/22 dated May 9, 2022, be received.
- That Council endorse the Draft Long Term Financial Plan 2023-2032 for public exhibition.
- 3. That that Draft Long Term Financial Plan 2023-2032 be placed on public display for 28 days in accordance with legislation.

<u>ITEM 10 – BROKEN HILL CITY COUNCIL REPORT NO. 115/22 – DATED APRIL 08, 2022 – DRAFT WORKFORCE MANAGEMENT STRATEGY 2022-2026 FOR PUBLIC EXHIBITION</u>

D22/17873 **RESOLUTION** Resolved Minute No. 46853 Councillor R Algate moved 1. That Broken Hill City Council Report No. Councillor M Browne seconded 115/22 dated April 8, 2022, be received. 2. That Council endorse the Draft Workforce Management Strategy 2022-2026 for consultation and public exhibition for a period of 28 days. 3. That Council receive a further report at the conclusion of the exhibition period, detailing submissions received and any recommended changes arising with a view to adopting the Draft Workforce Management Strategy 2022-2026. CARRIED UNANIMOUSLY ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 116/22 - DATED MAY 05, 2022 -QUARTERLY BUDGET REVIEW STATEMENT FOR PERIOD ENDED MARCH 2022 D22/22330 RESOLUTION Resolved Minute No. 46854 Councillor R Algate moved That Broken Hill City Council Report No. Councillor D Gallagher seconded) 116/22 dated May 5, 2022, be received. 2. That the 3rd Quarterly Budget Review Statement and recommendations be adopted. 3. That Council note the projected 2021/22 operating deficit (before capital) of \$2,723,000. 4. That Council note the 2021/22 projected net capital budget expenditure of \$21,179,000. CARRIED UNANIMOUSLY ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 117/22 - DATED MAY 10, 2022 -**INVESTMENT REPORT FOR APRIL 2022** D22/22876 **RESOLUTION** Resolved Minute No. 46855 1. That Broken Hill City Council Report No. Councillor M Boland moved 117/22 dated May 10, 2022, be Councillor A Chandler seconded received.

ITEM 13 – BROKEN HILL CITY COUNCIL REPORT NO. 118/22 – DATED APRIL 29, 2022 – ADOPTION OF THE DRAFT REVISED CODE OF CONDUCT POLICY D22/20674

RESOLUTION Minute No. 46856 Councillor R Algate moved 1. That Broken Hill City Council Report No.

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That Council notes that nil submissions were received from the public during the

public exhibition period.

118/22 dated April 29, 2022, be received.

- 3. That Council adopts the draft revised Code of Conduct Policy as a Policy of Council.
- 4. That Council adopts the Office of Local Government's Procedures for the Administration of the Model Code of Conduct for NSW Councils, for the administration of Council's Code of Conduct Policy.
- That Council notes that adoption of the draft revised Code of Conduct Policy the render Council's 2020 Code of Conduct Policy obsolete.

CARRIED UNANIMOUSLY

<u>ITEM 14 – BROKEN HILL CITY COUNCIL REPORT NO. 121/22 – DATED MAY 02, 2022 – ADOPTION OF THE DRAFT REVISED SOCIAL MEDIA POLICY AND THE DRAFT REVISED MEDIA RELATIONS POLICY D22/20681</u>

RESOLUTION Minute No. 46857 Councillor M Boland me

Councillor M Boland moved
Councillor A Chandler seconded

Deputy Mayor J Hickey seconded

Resolved

- 1. That Broken Hill City Council Report No. 121/22 dated May 2, 2022, be received.
- 2. That Council notes that nil submissions were received from the public during the public exhibition period.
- 3. That the draft revised Social Media Policy and the draft revised Media Relations Policy be adopted as Policies of Council.
- 4. That Council notes that the adoption of the draft revised Social Media Policy and the draft revised Media Relations Policy will render Council's 2018 Social Media Policy and 2017 Media Relations Policy obsolete.

ITEM 15 – BROKEN HILL CITY COUNCIL REPORT NO. 122/22 – DATED MAY 03, 2022 –
AMENDMENT TO COUNCIL'S CODE OF MEETING PRACTICE POLICY TO INCLUDE AN
ACKNOWLEDGEMENT TO BROKEN HILL'S MINING HISTORY
D22/21803

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RESOLUTION Minute No. 46858 Deputy Mayor J Hickey moved

Councillor D Gallagher seconded

Resolved

- 1. That Broken Hill City Council Report No. 122/22 dated May 3, 2022, be received.
- That Council's Code of Meeting Practice
 Policy be amended at clauses 8.1 and 20.5b
 to include an Acknowledgement of Broken
 Hill's Mining History in the Order of
 Business at Standing Committee Meetings
 and Ordinary and Extraordinary Council
 Meetings as follows:
 - a) To include an Acknowledgement of Broken Hill's Mining History to follow the Acknowledgement of Country in the Order of Business for Standing Committees and Ordinary and Extraordinary Council Meetings.
 - b) To include the wording of the Acknowledgement of Broken Hill's Mining History in a note to clause 8.1 and 20.5b as follows:

"We take time to reflect, remember and honour the over 800 miners that lost their lives and those that were crippled or maimed on the Line of Lode. We thank the brave miners and their wives who were part of the 1919-1920 strike that lasted over 500 days and delivered a 35 hour working week. Mining is our past and future."

- That Council's Code of Meeting Practice Policy also be amended at clauses 8.1 and 20.5b to include in a note, the wording the Prayer and Acknowledgement of Country as follows:
 - a) Prayer:

"Almighty God, we ask you to invoke your blessing upon this Council. Direct and prosper our deliberations to the advancement and true welfare of the people of the Council are, our State and Australia. AMEN"

b) Acknowledgement of Country: "We acknowledge the traditional owners of the land upon which we meet today and pay our respects to their elders; past, present and emerging."

CARRIED UNANIMOUSLY

ITEM 16 – BROKEN HILL CITY COUNCIL REPORT NO. 126/22 – DATED MAY 03, 2022 – ART GALLERY RE-BRANDING PROCUREMENT – AUDITOR RESPONSE D22/21347

GALLERY RE-BRANDING PROCUREMENT – AUDITOR RESPONSE D22/21347 RESOLUTION Resolved Minute No. 46859 Councillor R Algate moved 1. That Broken Hill City Council Report No. Deputy Mayor J Hickey seconded 126/22 dated May 3, 2022, be received.) 2. That Council note the amended report from O'Connor Marsden. 3. That Council note a retrospective variation has been noted in the March 2022 Quarterly Budget Review. 4. That Council notes the outcome of the review. CARRIED UNANIMOUSLY ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 127/22 - DATED MAY 06, 2022 -COUNCIL NEWSLETTER - CONTENT AND FORMAT D22/22379 **RESOLUTION** Resolved Minute No. 46860 Deputy Mayor J Hickey moved 1. That Broken Hill City Council Report No. Councillor M Boland seconded 127/22 dated May 6, 2022, be received.) 2. That Council proceed with the publication and delivery of a bi-monthly newsletter in accordance with parameters listed below, and include any other features requested by Councillors at the May 2022 Policy and General Committee meeting. CARRIED UNANIMOUSLY ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 128/22 - DATED MARCH 04, 2022 -**GRANT ASSISTANCE - FEE INTRODUCTION** D22/11012 RESOLUTION Resolved Minute No. 46861

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1. That Broken Hill City Council Report No.

128/22 dated March 4, 2022, be received.

Councillor M Boland moved

Councillor M Browne seconded

- 2. That Council adopts option 2 of the report to form part of the Draft Schedule of Fees & Charges 2022/2023, i.e. an amendment to the Draft Schedule of Fees & Charges 2022/2023 to include a Fee by quotation to provide grant writing assistance to local organisations on a cost recovery basis based on the actual time required to assist or write the grant application. If the applicant is successful with the grant, an additional 5% would be payable to Council, as an additional revenue stream to build future grant attraction capacity.
- 3. That Council's promotion of the grant assistance service explains that it is an additional service that Council will provide to the community to facilitate and increase grants to the community; and that it is not a revenue generating exercise for Council the fee charged is to cover the cost of providing this additional service.

CARRIED UNANIMOUSLY

ITEM 19 – BROKEN HILL CITY COUNCIL REPORT NO. 129/22 – DATED MAY 06, 2022 – NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMUNITY COMMITTEES D22/22325

RESOLUTION

Minute No. 46862
Councillor R Algate moved
Councillor M Browne seconded

Resolved

- 1. That Broken Hill City Council Report No. 129/22 dated May 6, 2022, be received.
- That Council appoints Mr Ron Butcher, Ms Katrina Webb, Ms Pamela O'Dwyer and Mr Peter O'Dwyer as community representatives on the Alma Oval Community Committee.
- That Council appoints Mr Wayne Orr and Mr Mark Curtis as community representatives on the BIU Band Hall Community Committee.
- 4. That Council appoints Ms Maureen Clark, Ms Krystle Evans, Ms Julie Horsburgh, Ms Catherine Farry, Professor Simon Molesworth AO QC and Ms Jo Crase as community representatives on the Broken Hill City Art Gallery Advisory Group and notes that this Committee has reached full membership.
- That Council appoints Ms Christine Adams, Ms Jeanette Thompson, Mr Simon Molesworth AO QC and Ms Jo Crase as

- community representatives on the Broken Hill Heritage Advisory Committee.
- 6. That Council appoints Ms Kellie Scott, Mr Jamie Scott, Mr Evan Scott, Miss Emily Scott as community representatives on the Friends of the Flora and Fauna of the Barrier Ranges Community Committee and notes that this Committee has reached full membership.
- 7. That Council appoints Ms Jodie Whitehair as a community representative on the Memorial Oval Community Committee.
- 8. That Council appoints Ms Christine Adams, Mr Paul Adams and Mr Trevor Rynne as community representatives on the Picton Oval Community Committee.
- That Council appoints Mr Wayne Lovis, Ms Alison Sutton, Mr Carey Guihot, Ms Barbara Webster and Mr Greg Curran as community representatives on the Riddiford Arboretum Community Committee.
- That the community representatives be advised of their appointment and advice also be sent to the corresponding Committee Secretary/Chairperson.
- 11. That Council notes that the current round of advertising closes on 3 June 2022 and a further report will be presented to the June Policy and General Committee Meeting with further nominations received.
- 12. That Council notes that correspondence has been sent to all outgoing community representatives on Section 355 Committee in appreciation of their service on the Committee and encouraging them to renominate.
- That the Section 355 Framework and Constitutions be amended in order for the Section 355 Committees to elect their Chairperson at their Annual General Meetings.

FURTHER REPORTS

ITEM 20 – BROKEN HILL CITY COUNCIL REPORT NO. 130/22 – DATED MAY 17, 2022 – OFFICE OF LOCAL GOVERNMENT CIRCULAR TO COUNCILS 22-12 – PROPOSED AMENDMENTS TO THE STANDARD CONTRACT OF EMPLOYMENT FOR GENERAL MANAGERS

D22/2580

RESOLUTION		Resolved	
Minute No. 46863 Councillor M Boland moved Councillor R Algate seconded)	 That Broken Hill City Council Report No. 130/22 dated May 17, 2022, be received. 	
		 That Council notes the Office of Local Government's Circular to Councils No. 22-12 regarding proposed amendments to the standard contract of employment for General 	

Managers.

 That a Councillor Briefing be held for Councillors to discuss the Office of Local Government's proposed amendments to the standard contract of employment for General Managers; and for Councillors to formulate a submission (if any) to be forwarded to the Office of Local Government prior to the closing date for submissions of 14 June 2022.

CARRIED UNANIMOUSLY

<u>ITEM 21 – BROKEN HILL CITY COUNCIL REPORT NO. 131/22 – DATED MAY 10, 2022 – MINUTES OF THE LOCAL TRAFFIC COMMITTEE – MEETING NO. 424, HELD ON TUESDAY, 3 MAY 2022</u>

D22/22988

RESOLUTION Resolved

Minute No. 46864

Councillor M Province moved

- Councillor M Browne moved

) 1. That Broken Hill City Council Report No. 131/22 dated May 10, 2022, be received.
 - That the minutes of the Local Traffic Committee – Meeting No. 424, held on Tuesday,
 May 2022 be received.
 - Item No. 424.6.1 That the committee endorse the request for six parking spaces adjacent to the old TAB building in Blende Street to be closed from Thursday, 8 of September to Sunday, 11 September 2022 for the Veteran, Vintage & Classic Motorcycle Club of Broken Hill bike show.

That the respondent complete Council's application for Road Closure, so that approval can be granted by Council.

DROVEN LILL CITY COUNCIL DEPORT NO 400/00 DATED MAY 40 0000

I EN 22 - DRUKEN HILL GITT GOUNGIL REPOR	
<u>LIST REPORT</u>	D22/26117
RESOLUTION	Resolved
<u> Minute No. 46865</u>	 That Broken Hill City Council Report No.
Councillor D Gallagher moved)	132/22 dated May 18, 2022, be received.
Deputy Mayor J Hickey seconded)	
	CARRIED UNANIMOUSLY
QUESTIONS TAKEN ON NOTICE FRO	OM PREVIOUS COUNCIL MEETING
TEM 23 – QUESTIONS ON NOTICE NO. 3/22 – D	DATED MAY 02, 2022 COUNCILLOP
	2022 ORDINARY COUNCIL MEETING D22/21111
QUESTIONS TAILEN ON NOTICE AT THE AFTILE	
RESOLUTION	Resolved
Minute No. 46866	1. That Questions On Notice No. 3/22 dated
Deputy Mayor J Hickey moved)	May 2, 2022, be received.
Councillor M Boland seconded)	
	CARRIED UNANIMOUSLY
ITEM 24 – QUESTIONS ON NOTICE NO. 4/22 – D	DATED MAY 02. 2022 – PUBLIC FORUM
	2022 ORDINARY COUNCIL MEETING D22/21119
RESOLUTION	Resolved 1. That Questions On Notice No. 4/22 dated
Minute No. 46867 Deputy Mayor J Hickey moved)	
Councillor R Algate seconded)	May 2, 2022, be received.
outfolior it Algate seconded)	OARDIER HIMANIIMOURI
	CARRIED UNANIMOUSLY

QUESTIONS FOR NEXT MEETING ARISING FROM ITEMS ON THIS AGENDA

Schedule of Meeting Dates for Section 355 Committee Meetings (from Item 4)

The General Manager took a question on notice from Councillor Turley regarding Councillors being provided with a schedule of meeting dates for Section 355 Committee Meetings.

PUBLIC FORUM SESSION

Video display of live minutes

Ms Gigi Barbe stated that the minutes displayed on the large screens in the Council Chamber are hard to follow as the zoom video in the right top corner is distracting and covers a lot of the text, also the tool bar could be removed. Ms Barbe asked that changes be made so that the minutes are easier to see for members of the public attending the meeting.

Federal Election

Mr Peter Bullock congratulated Labor on winning the Federal Election.

It was noted that letters of congratulations to the Prime Minister and local Federal Member have already been prepared.

RESOLUTION Minute No. 46868 Councillor R Algate moved Deputy Mayor J Hickey seconded)	Tha acco	t the meeting be closed to the public in ordance with Section 10A(2) of the <i>Local vernment Act 1993</i> whilst Council considers confidential matters.	
			CARRIED UNANIMOUSLY	
Members of the public and media left the	Council (Chaml	bers at 7:52pm.	
CONI	FIDENTI	AL N	MATTERS	
ITEM 25 - BROKEN HILL CITY COUNCE REQUEST FOR TENDER FOR GALEN AND ROUNDABOUT INSTALLATION -	IA/MERCL	JRY/I	O. 133/22 - DATED MAY 20, 2022 - T/22 TALC STREET ROAD RECONSTRUCTION AL D22/2668	38
Government Act, 1993 which provides f	or informa	ition th	idential under Section 10A(2) (c) of the Local hat would, if disclosed, confer a commercial acting (or proposes to conduct) business).	
RESOLUTION		Re	esolved	
Minute No. 46869 Deputy Mayor J Hickey moved Councillor D Turley seconded)	1.	That Broken Hill City Council Report No. 133/22 dated May 20, 2022, be received.	
		2.	That GTE Pty Ltd be awarded the contract for T22/2 Request for Tender for Galena/ Mercury/ Talc Street Road Reconstruction and Roundabout Installation, for the amount of \$993,289.00 (Exc GST).	
		3.	That Council approve an increase of \$100,000 in the capital budget for the project due to the increase in inflation across the market. CARRIED UNANIMOUSL	
RESOLUTION Minute No. 46870		Re	<u>esolved</u>	

Members of the public and media returned to the Council Chambers at 7:54pm.

Councillor R Algate moved

Councillor D Turley seconded

At the Mayor's invitation, the General Manager reported on the resolution of Council made during closed session.

That the meeting resumes in open session.

CARRIED UNANIMOUSLY

There being no further business the Mayor closed the meeting at 7:56pm.

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD MAY 25, 2022 THE FOREGOING MINUTES WERE READ AND CONFIRMED AT THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD ON 29 JUNE 2022. CHAIRPERSON

RECOMMENDATIONS OF THE HEALTH AND BUILDING COMMITTEE MEETING HELD TUESDAY, 14 JUNE 2022

Recommendation

- 1. That Broken Hill City Council Report No. 134/22 dated May 19, 2022, be received.
- 2. That Council writes to the appropriate Federal and State Ministers and the State and Local Members regarding Council's concerns that IPART's determination of the allowable water price increase may impact on the Broken Hill community's blood lead levels; as the price increase will make it unviable for many residents to maintain lawns, gardens and appropriate dust mitigation measures and Council's concerns that NSW Health is not doing enough for the community to reduce blood lead levels in children, when compared to other cities in Australia, and the funding they receive.

Recommendation

- 1. That Broken Hill City Council Report No. 135/22 dated May 31, 2022, be received.
- 2. That the minutes of the BIU Band Hall Community Committee Meeting held 16 November 2021 be received.

Recommendation

- 1. That Broken Hill City Council Report No. 136/22 dated May 31, 2022, be received.
- 2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meetings held 12 April 2022 and 17 May 2022 be received.

Ordinary Council 29 June 2022

HEALTH AND BUILDING COMMITTEE

May 19, 2022

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 134/22

<u>SUBJECT:</u> <u>BROKEN HILL LEAD REFERENCE GROUP MINUTES OF</u>

MEETING 24 FEBRUARY 2022 D22/26259

Recommendation

1. That Broken Hill City Council Report No. 134/22 dated May 19, 2022, be received.

Executive Summary:

The minutes of the Broken Hill Lead Reference Group for Meeting held 24 February 2022 are presented to Council for endorsement.

Report:

The Broken Hill Lead Reference Group (BHLRG), chaired by the Broken Hill City Council, is a collaborative of the many companies, organisations and community representatives that work with, have an interest in and contribute to lead management in the local community.

The BHLRG has developed the Broken Hill Lead Reference Group Integrated Strategy to provide a forum for information exchange and to guide activity relating to lead issues for Broken Hill.

Community Engagement:

Community engagement through community representation on the Committee.

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: NIL Financial Implications: NIL

Attachments

1. J Broken Hill Lead Reference Group Minutes of Meeting 24 February 2022

CODIE HOWARD
CHIEF ASSETS AND PROJECTS OFFICER

JAY NANKIVELL GENERAL MANAGER

BROKEN HILL LEAD REFERENCE GROUP

Minutes

Meeting held Thursday, 24 February 2022, Council Chamber and via Teams

Meeting commenced at 10:05am

 <u>Chairperson</u> - Kathryn Graham, Manager Sustainability, Waste and Works, Broken Hill City Council, chaired the meeting.

Kathy Acknowledged the Traditional Owners of the land on which we meet and pay respects to Elders past, present and future with recognition of landowners.

2. Present and Apologies

<u>Attendees:</u> In Person - Kathy Graham - BHCC; Damon Parker - WNSWPHN; Margaret Lesjak - WLHD; Julie Roberts - FW LHD; Vilmae Appleton - FW LHD; Devon Roberts CBH; Counsellor Marion Browne; Nyrie Waite - BHCC

<u>Attendees via Teams</u>: Jillian Gallagher, EPA; Joel Sulich, CBH; Cathy Dyer Marri Ma; Aroma Harkin EW; Georgina Seawell FW LHD; Frances Borland - EPA;

<u>Apologies</u>: Michelle Pitt - WNSWPHN; Pam Tucker - Community Rep; Adam Foster - Perilya; Charisse Jones CMC; Ross Berry – EE; Peter Oldsen – EPA; Leeanne Hastwell FWLHD; Pricilla Stanley; Michelle Pitt

3. Adoption of Previous Minutes

Amend previous minutes to show Pam Tucker is a Community Representative.

That the minutes from the previous meeting held Thursday 18 November 2021 be adopted.

Moved: Margaret Lesjak

Seconded: Vilmae Appleton

4. Matters Arising from the Previous Minutes

The 2 articles mentioned by Margaret were received and emailed to group members 20/12/2021 with the minutes

- 5. Correspondence In email from Mandora Mozaheri Dept Planning and Environment The email was addressed to Broken Hill City Council the Department are assessing the Modification 6 application to the Rasp Mine Project and would like to include the Broken Hill Lead Reference Group in our assessment. They have requested we provide the definition of the Broken Hill Lead Reference Group, and some background information, including its members, functions and deliverables? They were not able to find any reference to the BHLRG on Council Website (Kathy suggested that is something we need to look at). Kathy has replied listing the Organisations represented and information regarding the Broken Hill Lead Reference Group. No reply has been received
- 6. Correspondence Out nil

Minutes of the Broken Hill Lead Reference Group

Page 1 of 3

7. Quarterly Reports

7.1 BROKEN HILL ENVIRONMENTAL LEAD PROGRAM (BHELP)

Report attached

Jillian spoke to the report. Main concern is the Program with a Stakeholder Engagement Session being held before Christmas in Broken Hill with a broad range of organisation and Industry representatives. It was a good workshop. Home remediation and abatement program is continuing. Also looking at doing some testing at the PCYC.

Peter Oldsen is retiring – last day is 5^{th} March. Recruitment has begun for a replacement. Once a new person is appointed to the position Jillian will advise Kathy for distribution to the Lead Reference Group.

Jillian visiting Broken Hill for Peter's last week and is happy to meet with people, please contact Jillian.

7.2 MAARI MA - no written report.

Cathy has nothing to specifically report. The lead testing is suffering from limited point of care testing, but also with the number of staff changes over the last 6 months which is impacting on the day-to-day operations. They currently only have 1.5 midwives – and only 1 child and family nurse, who is a locum, possibly due to shutdowns and border closures.

7.3 WESTERN LHD - Report Attached

Margaret spoke to the report. The 2020 reports have all been released but may not be on the leadsmart website just yet. The 2021Annual Report short version draft has been prepared. Lead levels in children under 5 is lower in 2021, reasons would be COVID and increased hygiene, extra rain and extra cleaning at home while in lockdown.

Vilmae advised - the test strips are still unable to be used and the capillary testing goes to Sydney for processing and takes extra time. Parents are OK with the extra time, although there is a lot more paperwork, they are hoping that the testing will go back to point of care testing. Gillian sought clarification on the Lab testing showing lower levels than the point of care testing. Vilmae explained that will not show till 2021 as they only started the lab testing in January. Georgina asked Margaret about the levels in 0–5-year-olds for 2021. Georgina wondered if the difference was enough to be statistically significant. Margaret agreed it is the lowest for some years. Cathy asked if the numbers being tested are equal to previous years – Margaret confirmed numbers are on par with previous years. Kathy asked about the percentage of children being tested – Margaret answered approximately 80%. Jillian asked about a recommendation from an independent review of the BHELP in 2020, regarding reporting the blood leads for children as geomean and also as % of children that exceed the guideline level. Is there a chance we could start getting this measurement? Margaret advised that measurement is already available and in the Annual report, not the reports for this meeting. The 2021 Annual report is awaiting approval. Jillian asked to chat with Margaret after the meeting.

7.4 **CBH** – report attached

Devon spoke to the report – they are waiting for results for blood testing in December. More dust suppressant is being purchased and will be used in conjunction with new projects this year. New sprinkler system at the Blackwoods TSF2, and hopefully it will be operational in March. They hope to hook it to the dust monitors so it will react to any elevated dust levels at the dam. The Mod9 has been approved – for extension of underground exploration in the Blackwood's area – just off Holton Dr towards the quarry off Menindee Road. MOD6 has been submitted as per notes in the report. Kathy asked if that was the final raise on that TSF. Devon advised that was completed in July 2021, and yes, it is the final raise.

7.5 PERILYA - not supplied

7.6 **ESSENTIAL WATER** – not supplied

Nothing to report from the 2021 Annual report – everything complied with Australian drinking water standards.

Minutes of the Broken Hill Lead Reference Group

Page 2 of 3

BROKEN HILL LEAD REFERENCE GROUP MINUTES OF MEETING 24 FEBRUARY 2022

Attachment 1
Broken Hill Lead Reference Group
Minutes of Meeting 24 February
2022

- 8. General Business Margaret suggested the new Officer with BHELP look at adult lead levels and the follow up. Vilmae added that we have talked about this before and it would be good to have a Policy for Hospital staff and GP in the area. We just need time to prepare the policy. The intent is to put a policy together for Health.
 - Jillian advised that EPA has been working with the Environmental Health Unit in Sydney and SafeWork preparing a lead risk assessment for the whole of NSW, looking at potential risks to people's health and considers the range of sources it could come from. This document is just about complete, and it is hoped it will be published. At the same time the EPA is looking to put together a Lead response plan. Jillian happy to talk to Vilmae, Margaret and Frances to share information and contacts.
- 9. Matters for Next Meeting
- 10. Action Item List NIL
- 11. Next Meeting: Thursday, 19 May 2022 10am Council Chamber, Council Administrative Centre.
- 12. Meeting Closed: 10.43

Minutes of the Broken Hill Lead Reference Group

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Ordinary Council 29 June 2022

HEALTH AND BUILDING COMMITTEE

May 31, 2022

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 135/22

SUBJECT: MINUTES OF THE BIU BAND HALL COMMUNITY COMMITTEE

MEETING HELD 16 NOVEMBER 2021 D22/28580

Recommendation

- 1. That Broken Hill City Council Report No. 135/22 dated May 31, 2022, be received.
- 2. That the minutes of the BIU Band Hall Community Committee Meeting held 16 November 2021 be received.

Executive Summary:

Council has received minutes of the BIU Band Hall Community Committee Meeting held 16 November 2021 for endorsement by Council.

Report:

As per Council's Section 355 Asset Committee Framework Manual and the Constitution of the BIU Band Hall Community Committee (both adopted March 2017), the Committee is required to provide Council with a copy of their meeting minutes following each Committee meeting.

Accordingly, the BIU Band Hall Community Committee has submitted minutes from its meeting held 16 November 2021 for Council's endorsement.

Community Engagement:

Strategic Direction:

Key Direction:	1	Our Community
Objective:	1.4	Our built environment supports our quality of life
Strategy:	1.4.2	Maintain the serviceability of Council's assets at an
		appropriate condition level

Relevant Legislation:

The BIU Band Hall Community Committee operates under Council's Section 355 Asset Committee Constitution and the *Local Government Act 1993* (Section 355).

Attachments

1. J BIU Band Hall Community Committee Minutes - 16 November 2021

<u>CODIE HOWARD</u> CHIEF ASSETS AND PROJECTS OFFICER

<u>JAY NANKIVELL</u> GENERAL MANAGER



BIU BAND HALL S355 COMMUNITY COMMITTEE

MINUTES

Committee Meeting held on Tue 16 Nov 2021



COMMENCED: 7:05pm

BHCC = Broken Hill City Council

APOLOGIES: none

PRESENT: Mark Curtis, Robynne Sanderson, Branko Licul, Wayne Orr, Jarred Paull

MINUTES OF PREVIOUS MEETING held on Tue 10 Aug 2021. Acceptance M. Branko S. Wayne. Carried.

BUSINESS ARISING

1. Hazard Inspection

Hazard Inspection is due. *Jarred* will email form to Robynne. Committee has appointed *Mark* and *Robynne* to carry out the inspection.

2. Electrical test and tag

Jarred advised that Tag & Test is our committee's responsibility, not BHCC's. *Robynne* to ask Geoff Hawes to carry out Tag & Test, with committee to make a donation to Lifeline for use of their equipment. Need to coordinate date/time with BIU Band, for access to their strongroom.

3. New committee members

BHCC will advertise for new committee members after Council elections in December.

4. New hall heating/cooling [ON HOLD]

No action until BHCC asset rationalisation process completed.

5. Asset Register

Awaiting BIU Band's asset list. Wayne will follow up with Steve Vine to obtain a copy of the list.

6. Hall Key Register

Loene Crowley and Peter Harvey have keys, but haven't signed the Hall Key Register. Robynne to follow up.

7. COVID Safety Plan

Continue to monitor and update as needed. Mark has updated – major change is that forced air ventilation is now recommended. *Robynne* to contact orchestra and BIU Band - request an update of their Covid plans.

8. Maintenance Issues

Power points: *Robynne* will submit Works Request to replace *nominated* single power points with doubles

These need to be marked on a hall plan, to submit with the Works Request. *Jarred* will

email to Robynne an OMNI map of hall showing power points.

Fire Extinguishers: Testing is due. Robynne to email Jarred to request follow up.

CORRESPONDENCE IN:

11-08-21 Email from Jarred Paull: He will follow up Hazard Inspection Form with Aaron Troy (Buildings-Planner)

17-08-21 Email from Lacey (BHCC): Annual Report received; Term Report (2016-2021) can be submitted in Nov

19-08-21 Email from Lacey (BHCC): Our postal address updated in BHCC records

Signed: Chairperson _____ Secretary _ Date 23 May 2022

Minutes - BIU Band Hall S355 Committee

16 Nov 2021

Page 1 of 3

CORRESPONDENCE OUT: [including responses to Correspondence In]

16-08-21 Email to Lacey (BHCC): Annual Reports submitted, together with all 2020-2021 Minutes (for reference)
16-08-21 Email to Jarred Paull: All 2020-2021 Minutes supplied (to be filed with BHCC); follow-up Hazard Form

18-08-21 Email to Lacey (BHCC): Notify change of postal address

19-08-21 Email to Jarred Paull: Business arising from August meeting; August Minutes submitted to BHCC

09-11-21 Email S355 committee: Electricity bill to be paid – for approval

TREASURER'S REPORT for 11 Aug 2021 to 16 Nov 2021 (based on Bank Statement - treasurer unavailable)

Opening bank balance \$3,489.37

Income \$ NIL

Expenses \$ 122.79 Origin Energy - Electricity bill already paid (approved via email)

Closing bank balance \$3,366.58

There are no new bills for payment.

GENERAL BUSINESS

1. New Maintenance Issues

The roof has not yet been replaced (BHCC insurance claim from 2016 hail damage). Needs to be done ASAP as it leaks when it rains. Jarred will notify us of any progress. If the new roof can be insulated this would decrease our heating and cooling costs.

2. Electricity

An ACTUAL reading needs to be done. *Robynne* will email Electricity Account password to Mark. *Mark* will do the reading.

Note: Our 2021 AGM had been rescheduled to take place on Tue 12 Oct (*after BHCC elections*) but elections have been further delayed until Dec 2021 due to ongoing Covid restrictions. The S355 BIU Band Hall Committee's 2020 AGM was not held due to COVID closure for almost all of 2020. Office bearers remained the same as 2019.

DATE OF NEXT MEETING: to be advised

MEETING CLOSED: 7:30 pm

Signed: Chairperson _ _____ Secretary _ ____ Date 23 May 2022

Minutes - BIU Band Hall S355 Committee

16 Nov 2021

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Ordinary Council 29 June 2022

HEALTH AND BUILDING COMMITTEE

May 31, 2022

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 136/22

<u>SUBJECT:</u> <u>MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE</u>

BARRIER RANGES COMMUNITY COMMITTEE MEETINGS HELD
12 APRIL 2022 AND 17 MAY 2022 D22/28602

Recommendation

- 1. That Broken Hill City Council Report No. 136/22 dated May 31, 2022, be received.
- 2. That the minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee Meetings held 12 April 2022 and 17 May 2022 be received.

Executive Summary:

Council has received minutes of the Friends of the Flora and Fauna of the Barrier Ranges Community Special Committee Meetings held 12 April 2022 and 17 May 2022 for endorsement by Council.

Report:

As per Council's Section 355 Asset Committee Framework Manual and the Constitution of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee (both adopted March 2022), the Committee is required to provide Council with a copy of their meeting minutes following each Committee meeting.

Community Engagement: Nil

Strategic Direction:

Key Direction:	1	Our Community
Objective:	1.4	Our built environment supports our quality of life
Strategy:	1.4.2	Maintain the serviceability of Council's assets at an appropriate condition level

Relevant Legislation:

The Friends of the Flora and Fauna of the Barrier Ranges Community Committee operates under Council's Section 355 Asset Committee Constitution and the *Local Government Act* 1993 (Section 355).

Financial Implications:

Nil

Ordinary Council 29 June 2022

Attachments

1. Minutes of the Friends of the Flora and Fauna of the Barrier Ranges Committee

- Meeting held 12 April 2022
- 2. Minutes of the Friends of the Flora and Fauna of the Barrier Ranges Committee
- Meeting held 17 May 2022

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL GENERAL MANAGER

MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE BARRIER RANGES — CARETAKER MEETING HELD 12 APRIL 2022 AT 4PM — GROUND FLOOR MEETING ROOM, COUNCIL ADMINISTRATIVE CENTRE, 240 BLENDE STREET 12/51

- Present: Darrell Ford (BHCC), Sue Spangler, Merran Coombe, Jeff Crase, Nicholas King (BHCC), David Spielvogel, Ann Evers, Ray Allen, Jill Spielvogel and John Rogers.
- 2. Apologies: Gaylene Ford, Geoffrey Hoare, Ronald Tumes, Dean Fletcher, Kellie Scott, Michael Ford, Nevada Ford, Evan Scott, Emily Scott, Jamie Scott and Paul Reed.
- 3. Non-Attendance: Lyn Campigli and Alison Gardner.
- 4. Business arising from Previous Minutes: NIL
- 5. Correspondence: NIL
- 6. Update on Action List Items:
 - 6.1 Identification Cards As required
- 7. General Business:
 - 7.1 Working Bee Saturday, 28 May 2022 meet at Living Desert State Park Office at 9am.
 - 7.2 Storm damage including, predator proof fence, main water pipeline, picnic area and walking paths washed out, woodchips on tent sites washed out, south regeneration washed out all has been repaired or replaced.
 - 7.3 Received 80-85 ml of rain and then another 15 ml of rain dams are full.
 - 7.4 Tourism starting to increase, and campsite is booked out for the Mundi Mundi Bash.
 - 7.5 Trainee Finbar Ryan started in January 2022.
 - 7.6 New signage to go into information bay.
 - 7.7 Councillor Marion Browne to join the 355 committee.
 - 7.8 If Committee Nominations are accepted at April Council meeting, normal Committee Meetings can commence thereafter.

Action List:

ACTION	WHO
1. Identification Cards – Continuing	Customer Relations
2. Working Bee – Saturday, 28 May 2022	Committee Members

- 8. Next Meeting: 4pm Tuesday, 17 May 2022 at Ground Floor Meeting Room
- 9. Meeting Closed: 4.25pm

MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE \$355 MEETING 17 MAY 2022 AT 4PM — GROUND FLOOR MEETING ROOM, COUNCIL ADMINISTRATIVE CENTRE, 240 BLENDE STREET 12/51

- Present: Darrell Ford (BHCC), Nicholas King (BHCC), John Rogers (Chairperson), Councillor Marion Browne, Merran Coombe, Jeff Crase, Jill Spielvogel and David Spielvogel.
- Apologies: Ronald (Dean) Fletcher, Ann Evers, Michael Ford, Karen Ford, Emily Scott, Evan Scott, Kellie Scott, Jamie Scott, Gaylene Ford, Sue Spangler, Paul Reed, Geoffrey Hoare and Finbar Ryan.

3. Business arising from Previous Minutes:

- 3.1 Predator proof fence
- 3.2 Pipeline fixed and complete

4. Correspondence:

Army cadets may be coming out to the Living Desert or Willyama Common for training exercises.

5. Update on Action List Items:

- 5.1 Identification Cards As required
- 5.2 Police Checks
- 5.3 <u>Cement Paths</u>
- 5.4 Improve roadworks

6. General Business:

- **6.1** Working Bee Date Changed from Saturday, 28 May 2022 to 4 June 2022 due to Agfair to meet at Living Desert State Park Office at 9am.
- **6.2** Tourism still high Overall Visitors are still constant, Campsite full most of the time, and more people than usual walking the John Simons Flora & Fauna Sanctuary.
- 6.3 Received 17mm of rain in the past week Flora site looking good.
- 6.4 Five Journalists from around the world came for a visit.
- 6.5 Wednesday and Thursday next week, two tours running each day for Aitken Collage.
- 6.6 Next meeting, we are to vote for Chairperson and Vice-Chairperson.
- 6.7 Jet Patcher has been out fixing roads and filling holes.
- 6.8 All paths are okay, just a couple of small spots to fix on the Culture and Flora Trail.

Action List:

ACTION	WHO
1. Identification Cards – Continuing	Customer Relations
2. Police Checks	Darrell Ford

Minutes of the Friends of the Flora and Fauna of the Barrier Ranges \$355 Committee Meeting held Saturday, 11 December 2021

MINUTES OF THE FRIENDS OF THE FLORA AND FAUNA OF THE BARRIER RANGES COMMUNITY COMMITTEE MEETINGS HELD 12 APRIL 2022 AND 17 MAY 2022

3. Cement paths	Darrell Ford
4. Improve Roadworks	Darrell Ford

7. Next Meeting: 4pm Tuesday, 21 June 2022 at Ground Floor Meeting Room

8. Meeting Closed: 4.20pm

RECOMMENDATIONS OF THE POLICY AND GENERAL COMMITTEE MEETING HELD WEDNESDAY, 15 JUNE 2022

1. <u>BROKEN HILL CITY COUNCIL REPORT NO. 138/22 - DATED JUNE 02,</u> 2022 - ANNUAL FEES - MAYOR AND COUNCILLORS (D22/29125)......41

Recommendation

- 1. That Broken Hill City Council Report No. 138/22 dated June 2, 2022, be received.
- 2. That no increase be applied to the Councillor and Mayoral fees for 2022/2023, i.e. the Councillor and Mayoral fees remain at the current 2021/2022 level for the 2022/2023 financial year.
- 3. That allocation of a fee for the Deputy Mayor when acting in the role as Mayor, being the daily fee based on the annual additional Mayoral fee; with the fee so payable deducted from the Mayor's fee, be reaffirmed.

- 1. That Broken Hill City Council Report No. 139/22 dated June 7, 2022, be received.
- 2. That Council notes that as per Council Resolution Minute No. 46815, the Office of Local Government's proposal for the payment of superannuation contribution payments to Councillors was placed on public exhibition for a 28 day period concluding at midnight on 31 May 2022, during which time Council received nil submissions from the public. Council did however, receive 11 submissions after the closing date and these are attached to the report.
- 3. That Broken Hill City Council does not make superannuation contribution payments to the Mayor and Councillors.

Recommendation

- 1. That Broken Hill City Council Report No. 140/22 dated June 2, 2022, be received.
- 2. That Council notes that as per Minute Number 46816, the Draft Community Strategic Plan Your Broken Hill 2040 was placed on public exhibition for a 28-day period concluding 31 May 2022 during which time Council received four written submissions from members of the public and recorded several matters raised during community engagement pop up sessions undertaken by Council staff during the exhibition period.
- 3. That Council endorses the amendments and inclusions made to the Draft Community Strategic Plan "Your Broken Hill 2040", identified from written submissions and public feedback received.
- 4. That the Draft Community Strategic Plan "Your Broken Hill 2040" be adopted.
- 5. That the adopted Community Strategic Plan be placed on Council's website.

- 1. That Broken Hill City Council Report No. 141/22 dated June 2, 2022, be received.
- 2. That Council notes that as per Minute Number 46817, the Draft Disability Inclusion Action Plan 2022-2026 was placed on public exhibition for a 28-day period concluding 31 May 2022 during which time Council received nil submissions from members of the public.
- 3. That Council adopts the Draft Disability Inclusion Action Plan 2022-2026 as a Strategic Plan of Council.

Recommendation

- 1. That Broken Hill City Council Report No. 142/22 dated May 3, 2022, be received.
- 2. That Council notes that as per Minute Number 46820, the Draft Debt Recovery Policy was placed on public exhibition for a 28 day period concluding 31 May 2022 during which time Council received nil submissions from members of the public.
- 3. That Council adopts the Draft Debt Recovery Policy as a Policy of Council which will render the 2017 Debt Recovery Policy obsolete.

Recommendation

- 1. That Broken Hill City Council Report No. 143/22 dated June 2, 2022, be received.
- 2. That Council adopts the Draft Equal Employment Opportunity Policy as a Policy of Council.
- 3. That Council notes that adoption of the Draft Equal Employment Opportunity Policy will render the 2009 Equal Employment Opportunity Policy obsolete.
- 7. BROKEN HILL CITY COUNCIL REPORT NO. 144/22 DATED JUNE 02, 2022 - COMMUNITY ASSISTANCE GRANTS AWARDED FOR ROUND ONE OF 2022/2023 (D22/29210)......277

- 1. That Broken Hill City Council Report No. 144/22 dated June 2, 2022, be received.
- 2. That Council notes the Community Assistance Grants awarded for Round One of 2022/2023 which were recommended by the Panel on 31 May 2022 and approved by the General Manager on 2 June 2022 under delegation.
- 3. That Council notes the additional Community Assistance Grant recommended by the General Manager in addition to the Panel's recommendation to represent the full allocation of round one funds.

8. <u>BROKEN HILL CITY COUNCIL REPORT NO. 145/22 - DATED JUNE 02,</u> 2022 - INVESTMENT REPORT FOR MAY 2022 (D22/29286)......283

Recommendation

- 1. That Broken Hill City Council Report No. 145/22 dated June 2, 2022, be received.

- 1. That Councillors Report No. /22 dated June 16, 2022, be received.
- 2. That Council forwards a submission to the NSW Department of Planning and Environment regarding the Draft Western Regional Water Strategy objecting to the proposed critical dry condition trigger level of 195 GL for Menindee Lakes total storage capacity for implementing temporary water restrictions (once this trigger is reached there would be no releases beyond the minimum flow requirements from lakes Wetherell, Pamamaroo, Menindee, Cawndilla and Tandure).
- 3. That Council delegates authority to the Mayor, Councillor Browne and the General Manager to formulate Council's submission and forward said submission to the Department of Planning and Environment by the closing date of 13 July 2022.

POLICY AND GENERAL COMMITTEE

June 2, 2022

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 138/22

SUBJECT: ANNUAL FEES - MAYOR AND COUNCILLORS D22/29125

Recommendation

- 1. That Broken Hill City Council Report No. 138/22 dated June 2, 2022, be received.
- 2. That Council notes that the Local Government Remuneration Tribunal determined that there be a two percent increase to the minimum and maximum fees applicable to Councillors and Mayor in each existing category for the financial year commencing 1 July 2022.
- 3. That Council also notes that the current annual fees paid to Broken Hill City Council's Mayor and Councillors is below the maximum fees determined for the category of "Regional Rural".
- 4. That Council determines whether an increase be applied to the current fees for the Mayor and Councillors for the 2022/2023 financial year.
- 5. That allocation of a fee for the Deputy Mayor when acting in the role as Mayor, being the daily fee based on the annual additional Mayoral fee; with the fee so payable deducted from the Mayor's fee, be reaffirmed.

Executive Summary:

The Local Government Remuneration Tribunal has made determinations under Sections 239 and 241 of the *Local Government Act 1993* in respect of the annual fees paid to the Mayor and Councillors effective from 1 July 2022 (see attachment).

The Local Government Remuneration Tribunal has determined that a two percent increase be applied to the minimum and maximum fees applicable to each existing category for the 2022/2023 financial year.

The Tribunal found the allocation of Councils into the current categories appropriate and these categories have not changed further to the Tribunal's extensive review of categories undertaken as part of the 2020 review.

Report:

The Local Government Act 1993 ("the Act") provides for the establishment of a Local Government Remuneration Tribunal to determine categories for Councils, together with annual fees payable to Mayors and Councillors. The Tribunal, in accordance with Sections 239 and 241 of the Act, must determine no later than 1 May each year the minimum / maximum fees payable for Councillors and Mayors for each category.

The Local Government Remuneration Tribunal has determined that Broken Hill City Council falls into the "Regional Rural" category although its population is under 20,000 it aligns more closely with the other eligibility criteria of this category rather than the "Rural" category for areas with a population less than 20,000 due to Broken Hill being:

- a major town of the Far West of NSW;
- provides services to its surrounding townships;
- provides a full range of higher-order services including business, office and retail uses with arts, culture, recreation and entertainment centre;
- has a principal referring hospital, tertiary education services and a major regional airport;
- and Broken Hill also attracts large visitor numbers to established tourism ventures

Council is required under the Act to determine the fees to be paid to the Mayor and Councillors and Section 248 of the *Local Government Act 1993* stipulates that a Council must pay each Councillor an annual fee in accordance with the Tribunal's determinations, the annual fee is to be the same for each Councillor and Council is able to pay that fee having regard to the category established by the Tribunal.

In setting the fee Council may fix a fee that is equal to or greater than the minimum but not greater than the maximum for the appropriate category. When Council declines to fix a fee, it must pay the appropriate minimum fees as determined by the Tribunal.

The Local Government Remuneration Tribunal has determined that a two percent increase be applied to the minimum and maximum fees applicable to each existing category for the 2022/2023 financial year.

Pursuant to Section 241 of the *Local Government Act 1993*, the annual fees to be paid in each of the categories to Councillors, Mayors of councils, and Members and Chairpersons of county councils effective on and from 1 July 2022 are determined as follows (<u>Note</u>: **Broken Hill City Council falls into the "Regional Rural" category**):

Table 4: Fees for General Purpose and County Councils

Category		Councillo	r/Member	Mayor/Ch	airperson
		Annual	Fee (\$)	Additiona	al Fee* (\$)
		effective 1	July 2022	effective 1	July 2022
		Minimum	Maximum	Minimum	Maximum
	Principal CBD	28,750	42,170	175,930	231,500
General Purpose	Major CBD	19,180	35,520	40,740	114,770
Councils -	Metropolitan Large	19,180	31,640	40,740	92,180
Metropolitan	Metropolitan Medium	14,380	26,840	30,550	71,300
	Metropolitan Small	9,560	21,100	20,370	46,010
	Major Regional City	19,180	33,330	40,740	103,840
	Major Strategic Area	19,180	33,330	40,740	103,840
General Purpose Councils -	Regional Strategic Area	19,180	31,640	40,740	92,180
Non-Metropolitan	Regional Centre	14,380	25,310	29,920	62,510
	Regional Rural	9,560	21,100	20,370	46,040
	Rural	9,560	12,650	10,180	27,600
County Councils	Water	1,900	10,550	4,080	17,330
country countries	Other	1,900	6,300	4,080	11,510

^{*}This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

Strategic Direction:

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

Relevant Legislation:

The Local Government Act 1993 section 249 and the annual determination of the Local Government Remuneration Tribunal for 2022/2023.

Financial Implications:

The current fees paid to Councillors and the Mayor in current 2021/2022 financial year are below the maximum fee allowable at \$17,982.60 Councillor Fee, and the Mayoral Fee is \$39,234.60.

Allowance has been made in the 2022/2023 Budget for Mayoral and Councillor fees with an increase of two percent, which reflects \$18,342.25 per Councillor Fee and the Mayoral Fee being \$40,019.29.

Attachments

- **1.** OLG Council Circular 22-14 Determination of the Local Government Remuneration Tribunal 2022/2023
- 2. 2022 Annual Determination Report Local Government Remuneration Tribunal I

<u>LEISA BARTLETT</u> <u>EXECUTIVE OFFICER</u>

JAY NANKIVELL GENERAL MANAGER



Circular to Councils

Circular Details	Circular No 22-14/ 22 May 2022 / A817449	
Previous Circular	21-06 – 2021/22 Determination of the Local Government	
	Remuneration Tribunal	
Who should read this	Councillors / General Managers	
Contact	Council Governance Team / 02 4428 4100 / olg@olg.nsw.gov.au	
Action required	Council to Implement	

2022/23 Determination of the Local Government Remuneration Tribunal

What's new or changing

- The Local Government Remuneration Tribunal has determined an increase of 2% to mayoral and councillor fees for the 2022-23 financial year, with effect from 1 July 2022.
- The Tribunal is required to determine the remuneration categories of councils and mayoral offices at least once every three years under section 239 of the Local Government Act 1993. The Tribunal last undertook a significant review of the categories as part of its 2020 determination and will next review these categories in 2023.
- The Tribunal found that the allocation of councils into the current categories continued to be appropriate having regard to the 2020 review, the current category model and criteria and the evidence put forward in the submissions received.

What this will mean for your council

 Sections 248 and 249 of the Act require councils to fix and pay an annual fee to councillors and mayors from 1 July 2022 based on the Tribunal's determination for the 2022-23 financial year.

Key points

- The level of fees paid will depend on the category the council is in.
- A council cannot fix a fee higher than the maximum amount determined by the Tribunal.
- If a council does not fix a fee, the council must pay the minimum fee determined by the Tribunal.

Where to go for further information

- The Tribunal's report and determination is available here.
- For further information please contact the Council Governance Team on 02 4428 4100 or by email at olg@olg.nsw.gov.au.

Melanie Hawyes

Deputy Secretary, Crown Lands and Local Government

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Annual Report and Determination

Annual report and determination under sections 239 and 241 of the Local Government Act 1993

20 April 2022

NSW Remuneration Tribunals website

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Executive Summary

The Local Government Act 1993 (LG Act) requires the Local Government Remuneration Tribunal ("the Tribunal") to report to the Minister for Local Government by 1 May each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, and chairpersons and members of county councils.

Categories

The Tribunal found the allocation of councils into the current categories appropriate. Criteria for each category is published in Appendix 1. These categories have not changed further to the extensive review undertaken as part of the 2020 review.

Fees

The Tribunal determined a 2 per cent per annum increase in the minimum and maximum fees applicable to each category.

Section 1 Introduction

- Section 239 of the LG Act provides that the Tribunal determine the categories of councils and mayoral offices and to place each council and mayoral office into one of those categories.
- Section 241 of the LG Act provides that the Tribunal determine the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils for each of the categories determined under section 239.
- 3. Section 242A(1) of the LG Act, requires the Tribunal to give effect to the same policies on increases in remuneration as those of the Industrial Relations Commission.
- 4. The Tribunal can also determine that a council can be placed in another existing or new category with a higher range of fees without breaching the Government's Wages Policy as per section 242A (3) of the LG Act.
- 5. The Tribunal's determinations take effect from 1 July each year.

Section 2 2021 Determination

- 6. The Tribunal received 18 submissions which included 9 requests for re-categorisation. At the time of making its determination, the Tribunal had available to it the Australian Bureau of Statistics 25 March 2020 population data for FY2018-19. The Tribunal noted the requirement of section 239 of the LG Act that it must determine categories for councils and mayoral offices at least once every 3 years. It noted that the Tribunal had conducted an extensive review in 2020 and decided that the categories would next be considered in 2023.
- 7. The Tribunal found that the current categories and allocation of councils to these categories remained appropriate. The Tribunal's finding had regard to the 2020 review, the current category model and criteria and the evidence put forward in the received submissions.
- 8. In regard to fees, the Tribunal determined a 2 per cent per annum increase in the minimum and maximum fees applicable to each category.

Section 3 2022 Review

Process

9. In 2020, the categories of general purpose councils were determined as follows:

Metropolitan	Non-Metropolitan
Principal CBD	Major Regional City
Major CBD	Major Strategic Area
Metropolitan Large	Regional Strategic Area
Metropolitan Medium	Regional Centre
Metropolitan Small	Regional Rural

Rural

- 10. The Tribunal wrote to all mayors or general managers and LGNSW on 14 October 2021 to advise of the commencement of the 2021 review and invited submissions regarding recategorisation, fees and other general matters. The Tribunal's correspondence advised that an extensive review of categories was undertaken in 2020 and, as this was only legislatively required every three years, consideration would be next be given in 2023. The correspondence further advised that submissions requesting to be moved into a different category as part of the 2022 review would require a strong case supported by evidence that substantiates that the criteria for the requested category is met.
- 11. Seven submissions were received from individual councils and one submission was received from LGNSW. The Tribunal noted that several of the submissions had not been endorsed by their respective councils. The Tribunal also met with the President, Chief Executive and Senior Manager of LGNSW.
- 12. The Tribunal discussed the submissions at length with the Assessors.
- 13. The Tribunal acknowledged previous and ongoing difficulties imposed by COVID19 and natural disasters on councils.
- 14. The Tribunal also acknowledged submissions from councils in regional and remote locations that raised unique challenges, such as travel and connectivity, experienced by mayors and councillors in those areas.
- 15. A summary of the matters raised in the received submissions and the Tribunal's consideration of those matters is outlined below.

Categorisation

16. Five council submissions requested recategorisation. Three of these requests sought the creation new categories.

Metropolitan Large Councils

- 17. Penrith City Council acknowledged that categories were not being reviewed until 2023. However, the Council reiterated their previous year's position and contended that their claim for the creation of a new category of "Metropolitan Large Growth Centre" continues to be enhanced through their leading role in the Western Sydney City Deal. Council's submission further stated that the participation in the Deal demonstrated the exponential growth that will occur in the Penrith Local Government Area.
- 18. Blacktown City Council requested the creation of a new category "Metropolitan Large Growth Area". Council stated that the current criteria for "Metropolitan Large" does not reflect the Council's size, rate of growth and economic influence.

Council based its argument for a new category on the following grounds:

- Significant population growth. Current estimated population of 403,000 with an expected population of 640,000 in 2041.
- Blacktown being critical to the success of the Greater Sydney Region Plan while also being part of the fastest growing district for the next 20 years.
- 4th largest economy in NSW as of 30 June 2020, Gross Regional Product (GRP) was \$21.98 billion, comparatively City of Parramatta was \$31.36 billion.
- Undertaking of several transformational projects to increase economy and services. Examples include the redesign of Riverstone Town Centre, Australian Catholic University establishment of an interim campus for up to 700 undergrads

with a permanent campus to open by 2024, the \$1 billion Blacktown Brain and Spinal Institute proposal and Blacktown International Sports Park Masterplan to provide a first-class multi-sport venue.

- Expansion in provision of services such as childcare, aquatic and leisure centres.
- Diversity of population.

Non-Metropolitan Major Regional City Councils

- 19. Newcastle Council requested clarification regarding City of Newcastle's status as either Metropolitan or Regional, noting that while City of Newcastle is classified as a "Major Regional City", the Newcastle Local Government Area is often exempt from both regional and metropolitan grant funding due to inconsistencies in classification. Council sought review on the following grounds:
 - Size of council area 187km² (in comparison of Parramatta Council 84km²).
 - Physical terrain.
 - Population and distribution of population.
 - Nature and volume of business dealt with by Council.
 - · Nature and extent of development of City of Newcastle.
 - Diversity of communities served.
 - · Regional, national and international significance of City of Newcastle.
 - Transport hubs.
 - Regional services including health, education, smart city services and public administration.
 - Cultural and sporting facilities.
 - Matters that the Tribunal consider relevant

Regional Centre

- 20. Tweed Shire Council requested to be reclassified as a "Regional Strategic Area" on the following grounds:
 - Proximity to the Gold Coast City and Brisbane.
 - · Proximity to Sydney via the Gold Coast airport.
 - Tweed being the major population and city centre for the Northern Rivers Joint Organisation.
 - Tweed being the largest employer and strongest growth area in the Northern Rivers.

Non-Metropolitan Rural Councils

- 21. Murrumbidgee Council requested recategorisation to "Regional Rural" as they are a product of the merger of the former Jerilderie Shire Council and the former Murrumbidgee Shire Council. Council also suggested that the criteria for "Regional Rural" is amended to:
 - Councils categorised as Regional Rural will typically have a minimum residential population of 20,000 or can demonstrate one of the following features...."
 - the product of the 2016 amalgamation where two or more Rural classified Local Governments Areas merged.

Findings - categorisation

22. The Tribunal assessed each Council's submission and found that the current categories and allocation of councils to these categories remained appropriate. The Tribunal's findings had regard to the 2020 review, the current category model and

criteria and the evidence put forward in the received submissions.

- 23. Having regard to the requirements of sections 239 and 240 of the LG Act, the Tribunal did not find that any council's submission was strong enough for a change in category or for the creation of a new category.
- 24. The Tribunal did note, however, that some councils may have a better case for recategorisation at the next major review of categories in 2023.
- 25. The Tribunal was of the view that the 2023 determination and review of categories as required by s239 (1) of the LG Act will see more requests from councils for recategorisation and possible determination of new categories. The Tribunal and Assessors may benefit from visits to meet regional organisations of councils and direct opportunities for input from Mayors and general managers in this regard.

Fees

- 26. In determining the maximum and minimum fees payable in each of the categories, the Tribunal is required by section 242A of the LG Act, to give effect to the same policies on increases in remuneration as those that the Industrial Relations Commission is required to give effect to under section 146C of the *Industrial Relations Act 1996* (IR Act), when making or varying awards or orders relating to the conditions of employment of public sector employees.
- 27. Pursuant to section 146C(1)(a) of the IR Act, the current government policy on wages is expressed in the Industrial Relations (Public Sector Conditions of Employment) Regulation 2014 (IR Reg.). The IR Reg. provides that public sector wages cannot increase by more than 2.5 per cent per annum. The Tribunal therefore has the discretion to determine an increase of up to 2.5 per cent per annum.
- 28. Submissions that addressed fees sought an increase of a maximum of 2.5 per cent per annum or greater. These submissions raised issues such as comparative remuneration, cost of living and increasing workloads. One submission also suggested that higher fees are required to attract a higher standard of candidates to council roles.
- 29. The LGNSW submission contained 3 parts. The first part of the submission supported an increase of 2.5 per cent per annum in remuneration, but further argued that the maximum increase is inadequate and does not address the historical undervaluation of work performed by mayors and councillors, and the substantial expansion of their responsibilities and accountability in recently years. LGNSW used the following economic indexes and wage data in support of their argument:
 - Consumer price index (CPI)
 - · National and state wages cases
 - Wage increases under the Local Government (State) Award 2020.
- 30. The second part of LGNSW's submission addressed inequity and impacts of low remuneration. It was supported by the research paper "Councillor perspectives on the (in)adequacy of remuneration in NSW local government: Impacts on well-being, diversity and quality of representation" (the "ANU Paper"), written by Associate Professor Jakimow of the Australian National University. A key finding of the ANU Paper was that "current remuneration levels are perceived as inadequately reflecting the extent and nature of council work." The finding was derived from the undertaking of

a survey of councillors and mayors. The paper suggests that there is a disconnect between workload and remuneration and this was identified as the most frequent argument for increasing the current rate.

- 31. The third and final part of LGNSW's submission compared the minimum and maximum rates of NSW mayor and councillor remuneration to the remuneration of directors and chairpersons of comparable government bodies and not-for-profits, mayors and councillors in Queensland and members of the NSW Parliament. The submission contended that NSW mayor and councillor remuneration is below that of their counterparts.
- 32. Following the most recent review by the Independent Pricing and Regulatory Tribunal (IPART) the amount that councils will be able to increase the revenue they can collect from rates will depend on their level of population growth. IPART has set a 2022-23 rate peg for each council, ranging from 0.7 to 5.0 per cent. IPART's rate peg takes into account the annual change in the Local Government Cost Index, which measures the average costs faced by NSW councils, in addition to a population factor based on each council's population growth.
- 33. Employees under the Local Government (State) Award 2020 will receive a 2 per cent per annum increase in rates of pay from the first full pay period to commence on or after 1 July 2022.
- 34. The Tribunal has determined a 2 per cent per annum increase in the minimum and maximum fees applicable to each category.

Conclusion

- 35. The Tribunal's determinations have been made with the assistance of Assessors Ms Kylie Yates and Ms Melanie Hawyes.
- 36. It is the expectation of the Tribunal that in the future all submissions have council endorsement.
- 37. Determination 1 outlines the allocation of councils into each of the categories as per section 239 of the LG Act.
- 38. Determination 2 outlines the maximum and minimum fees paid to councillors and mayors and members and chairpersons of county councils as per section 241 of the LG Act.



Viv May PSM

Local Government Remuneration Tribunal

Dated: 20 April 2022

Section 4 2021 Determinations

Determination No. 1 - Allocation of councils into each of the categories as per section 239 of the LG Act effective from 1 July 2021

Table 1: General Purpose Councils - Metropolitan

Principal CBD (1)	Major CBD (1)
Sydney	Parramatta

Metropolitan Large (12)
Bayside
Blacktown
Canterbury-Bankstown
Cumberland
Fairfield
Inner West
Liverpool
Northern Beaches
Penrith
Ryde
Sutherland
The Hills

Metropolitan Medium (8)
Campbelltown
Camden
Georges River
Hornsby
Ku-ring-gai
North Sydney
Randwick
Willoughby

Metropolitan Small (8)
Burwood
Canada Bay
Hunters Hill
Lane Cove
Mosman
Strathfield
Waverley
Woollahra

Table 2: General Purpose Councils - Non-Metropolitan

Major Regional City (2)	Major Strategic Area (1)	Regional Strategic Area (1)
Newcastle	Central Coast	Lake Macquarie
Wollongong		

Regional Centre (24)		
Albury	Mid-Coast	
Armidale	Orange	
Ballina	Port Macquarie-Hastings	
Bathurst	Port Stephens	
Blue Mountains	Queanbeyan-Palerang	
Cessnock	Shellharbour	
Clarence Valley	Shoalhaven	
Coffs Harbour	Tamworth	
Dubbo	Tweed	
Hawkesbury	Wagga Wagga	
Lismore	Wingecarribee	
Maitland	Wollondilly	

Regional Rural (13)
Bega
Broken Hill
Byron
Eurobodalla
Goulburn Mulwaree
Griffith
Kempsey
Kiama
Lithgow
Mid-Western
Richmond Valley Council
Singleton
Snowy Monaro

Rural (57)				
Balranald	Cootamundra- Gundagai	Junee	Oberon	
Bellingen	Cowra Kyogle		Parkes	
Berrigan	Dungog	Lachlan	Snowy Valleys	
Bland	Edward River Leeton Te		Temora	
Blayney	Federation Liverpool Plains		Tenterfield	
Bogan	Forbes	Forbes Lockhart		
Bourke	Gilgandra Moree Plains		Upper Lachlan	
Brewarrina	Glen Innes Severn	Murray River	Uralla	
Cabonne	Greater Hume	Greater Hume Murrumbidgee V		
Carrathool	Gunnedah	Muswellbrook	Walgett	
Central Darling	Gwydir Nambucca		Warren	
Cobar	Hay	Narrabri	Warrumbungle	
Coolamon	Hilltops	Narrandera	Weddin	
Coonamble	Inverell	Narromine	Wentworth	



Table 3: County Councils

Water (4)	Other (6)
Central Tablelands	Castlereagh-Macquarie
Goldenfields Water	Central Murray
Riverina Water	Hawkesbury River
Rous	New England Tablelands
	Upper Hunter
	Upper Macquarie



Viv May PSM

Local Government Remuneration Tribunal

Dated: 20 April 2022

Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2022

The annual fees to be paid in each of the categories to Councillors, Mayors, Members and Chairpersons of County Councils effective on and from 1 July 2022 as per section 241 of the *Local Government Act 1993* are determined as follows:

Table 4: Fees for General Purpose and County Councils

Category		Councillor/Member		Mayor/Chairperson	
		Annual Fee (\$)		Additional Fee* (\$)	
		effective 1 July 2022		effective 1 July 2022	
		Minimum	Maximum	Minimum	Maximum
	Principal CBD	28,750	42,170	175,930	231,500
General Purpose Councils - Metropolitan	Major CBD	19,180	35,520	40,740	114,770
	Metropolitan Large	19,180	31,640	40,740	92,180
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	Major Strategic Area	19,180	33,330	40,740	103,840
General Purpose Councils -	Regional Strategic Area	19,180	31,640	40,740	92,180
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	Regional Rural	9,560	21,100	20,370	46,040
	Rural	9,560	12,650	10,180	27,600
County Councils	Water	1,900	10,550	4,080	17,330
County Councils	Other	1,900	6,300	4,080	11,510

^{*}This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).



Viv May PSM

Local Government Remuneration Tribunal

Dated: 20 April 2021

Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- · significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- · are metropolitan in nature with major residential, commercial and industrial areas
- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development
- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- have significant natural and man-made assets to support diverse economic activity, trade and future investment
- typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 300,000. Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- · a proximity to Sydney which generates economic opportunities.

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a

significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 200,000.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- · a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$100M per annum
- the highest rates of population growth in regional NSW
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- · a proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.

Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

Rural

Councils categorised as Rural will typically have a residential population less than 20,000. Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- · local economies based on agricultural/resource industries.

County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the *Biosecurity Act 2015*.

POLICY AND GENERAL COMMITTEE

June 7, 2022

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 139/22

<u>SUBJECT:</u> OFFICE OF LOCAL GOVERNMENT CIRCULAR - COUNCILLOR SUPERANNUATION D22/30189

- 1. That Broken Hill City Council Report No. 139/22 dated June 7, 2022, be received.
- 2. That Council notes that as per Council Resolution Minute No. 46815, the Office of Local Government's proposal for the payment of superannuation contribution payments to Councillors was placed on public exhibition for a 28 day period concluding at midnight on 31 May 2022, during which time Council received nil submissions from the public. Council did however, receive 11 submissions after the closing date and these are attached to the report.
- 3. That Council **determines** whether superannuation contribution payments will be made to Councillors as per the *Commonwealth Superannuation Guarantee (Administration) Act* 1992, as of 1 July 2022 at the superannuation guarantee rate of 10.5% (which will come into effect from 1 July 2022).
- 4. That, should Council resolve to make superannuation contribution payments to Councillors as of 1 July 2022, then:
 - a) That Council notes that the superannuation guarantee rate will be the amount the Council would have been required to contribute under the *Commonwealth Superannuation Guarantee (Administration) Act 1992* as superannuation if the Councillors were employees of the Council; and as of 1 July 2022, the superannuation guarantee rate will be 10.5% with the rate increasing by half a percent each year until 1 July 2025 when it reaches 12%.
 - b) That the superannuation contribution payments are made at the same intervals as the annual fee are paid to Councillors (currently monthly).
 - c) That, to receive superannuation contribution payments, each Councillor must first nominate a superannuation account for the payment before the end of the month to which the payment relates.
 - d) That the superannuation account nominated by Councillors must be an account for superannuation or retirement benefits from a scheme or fund to which the *Commonwealth Superannuation Guarantee (Administration) Act 1992* applies.
 - e) That Council must not make a superannuation contribution for a Councillor if the Councillor fails to nominate an eligible superannuation account for the payment

before the end of the month to which the payment relates.

f) That Council must not make superannuation contribution payments for Councillors during any period in which they are suspended from their civic office or their right to be paid any fee or other remuneration, or expense, is suspended under the Act.

- g) That Council must not make superannuation contribution payments for Councillors during any period in which they are not entitled to receive their fee under section 254A of the Act because they are absent.
- That Council notes that individual Councillors may opt out of receiving superannuation contribution payments or opt to receive reduced payments. Councillors must do so in writing to the General Manager prior to 1 July 2022 or at any time during the Term of Council.

Executive Summary:

The Office of Local Government (OLG) have issued a Circular to Council No. 22/04 regarding the payment of Councillor superannuation (see attachment).

This circular follows an amendment to the *Local Government Act 1993* (the Act) last year, for Council's to determine whether to make superannuation guarantee payments to Councillors starting from the financial year commencing on 1 July 2022.

Council considered this matter at the April 2022 Policy and General Committee Meeting and at the April 2022 Council Meeting and Council resolved (Minute No. 46815) to consult with the community as to whether Councillors should receive an increase to their Councillor Allowance of 10.5% Superannuation Contribution payments.

The OLG's proposal was placed on public exhibition for a period of 28 days concluding at midnight on 31 May 2022 during which time Council received nil submissions from the public. Council did however receive 11 submissions after the closing date and prior to this report being finalised, which are attached.

This report is provided to Council following the public consultation period for Council to make a determination on whether Councillors are paid superannuation contribution payments commencing 1 July 2022.

Report:

Following an amendment to the Act last year, Councils may make superannuation contribution payments to a superannuation account nominated by their Councillors, starting from the new financial year commencing 1 July 2022.

The making of superannuation contribution payments to Councillors is optional and is at each Council's discretion. For superannuation contribution payments to be made to Councillors, Council must first resolve at an open meeting to make superannuation guarantee payments for Councillors commencing 1 July 2022.

Background information

OLG issued a circular and discussion paper in March 2020 (see attachment) to consult with NSW Councils regarding whether Councils should make superannuation contribution payments for Councillors.

Council considered this matter at its Ordinary Meeting held 25 March 2020 and resolved to receive information regarding the various options regarding the introduction of Councillor superannuation payments and to make a submission to OLG on what the majority of Councillors preferred.

The options of which OLG was seeking the views of Councils and others was on the following four options:

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

Responses were gathered from Councillors and the majority of Councillors indicated that they preferred option 1 and Council's submission to that effect was forwarded to OLG on 30 April 2020 (see attachment).

The NSW Parliament passed the Local Government Amendment Act 2021 (Amendment Act) on 13 May 2021. The Amendment Act includes rating reforms for Councils formed by merger in 2016 to harmonise their rating structures and other rating reforms for all NSW Councils, Councillor superannuation and minor changes that relate to Council elections and the terms of office of chairs of County Councils and Joint Organisations.

In terms of Councillor superannuation, the Amendment Act allows for NSW Councils to have the option to make superannuation contribution payments for Councillors from 1 July 2022 equivalent in amount to superannuation guarantee payments. The decision to make superannuation contribution payments (as per the *Local Government Act 1993 Sections 254B, 254A and 248A*) must be made by resolution at an open meeting of Council.

Attached to this report is background information regarding OLG's consultation with Councils in 2020 and the previous Council's subsequent submission to OLG in April 2020 regarding the introduction of superannuation guarantee payments to Councillors from 1 July 2022. The relevant sections of the *Local Government Act 1993* are provided as an attachment to the report for reference and the 11 late submissions received after the 28 day public exhibition period are also attached for reference.

This report is presented to Council to consider whether to resolve to make superannuation contribution payments to Councillors to commence from 1 July 2022 as per the *Local Government Act 1993 Sections 254B, 254A and 248A*.

Community Engagement:

The OLG's proposal was placed on public exhibition for a 28 day period concluding on 31 May 2022. 11 late submissions were received on 7 June 2022 and these are attached for reference.

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, Sections 254B, 254A & 248A

Financial Implications:

If adopted by Council and taken up by all Councillors, the estimated amount of superannuation contribution payments for Councillors for 2022/2023 (based on the current annual Mayoral and Councillor Fees) would be approximately \$23,001.00.

Attachments

- 1. J 2022 OLG Circular No. 22/04 Payment of Councillor Superannuation
- **2.** Use Extracts from the Local Government Act 1993
- 3. J 2020 OLG Discussion Paper Councillor Superannuation
- 4. J 2020 OLG Circular Councillor Superannuation
- 5. J 2020 Council's submission to OLG dated 30 April 2020
- 6. U Submission 1
- 7. U Submission 2
- 8. J Submission 3
- 9. J Submission 4
- **10.** Usual Submission 5
- 11. U Submission 6
- **12.** Usual Submission 7
- **13.** <u>↓</u> Submission 8
- **14.** Usubmission 9
- **15.** Usual Submission 10
- **16.** Usual Submission 11

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER



Circular to Councils

Circular Details	22-04/ 15 March 2022/ A811265	
Previous Circular	21-07 Commencement of Local Government Amendment Act	
	2021	
Who should read this	Councillors / General Managers / Council Governance Staff	
Contact	Council Governance Team / 02 4428 4100 / olg@olg.nsw.gov.au	
Action required	Information / Council to Implement	

Payment of councillor superannuation

What's new or changing

- Following an amendment to the Local Government Act 1993 (the Act) last year, councils may make payments as a contribution to a superannuation account nominated by their councillors, starting from the financial year commencing on 1 July 2022.
- The making of superannuation contribution payments for councillors is optional and is at each council's discretion.

What this will mean for your council

- To exercise the option of making superannuation contribution payments for their councillors, councils must first resolve at an open meeting to make superannuation contribution payments for the councillors.
- Where a council resolves to make superannuation contribution payments for its councillors, the amount of the payment is to be the amount the council would have been required to contribute under the Commonwealth Superannuation Guarantee (Administration) Act 1992 as superannuation if the councillors were employees of the council.
- As of 1 July 2022, the superannuation guarantee rate will be 10.5%. The rate
 will increase by half a percent each year until 1 July 2025 when it reaches
 12%.
- The superannuation contribution payment is to be paid at the same intervals as the annual fee is paid to councillors.
- To receive a superannuation contribution payment, each councillor must first nominate a superannuation account for the payment before the end of the month to which the payment relates. The superannuation account nominated by councillors must be an account for superannuation or retirement benefits from a scheme or fund to which the Commonwealth Superannuation Guarantee (Administration) Act applies.
- Councils must not make a superannuation contribution payment for a councillor if the councillor fails to nominate an eligible superannuation account for the payment before the end of the month to which the payment relates.
- Individual councillors may opt out of receiving superannuation contribution payments or opt to receive reduced payments. Councillors must do so in writing.

Office of Local Government
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OFFICE OF LOCAL GOVERNMENT CIRCULAR - COUNCILLOR SUPERANNUATION

Attachment 1 2022 - OLG Circular No. 22/04 -Payment of Councillor Superannuation

- Councils must not make superannuation contribution payments for councillors during any period in which they are suspended from their civic office or their right to be paid any fee or other remuneration, or expense, is suspended under the Act.
- Councillors are also not entitled to receive a superannuation contribution payment during any period in which they are not entitled to receive their fee under section 254A of the Act because they are absent.

Where to go for further information

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

Melanie Hawyes
Deputy Secretary, Crown Lands and Local Government

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EXCERPTS FROM THE *Local government act 1993* — as at 86/84/2822

SECTION 254B:

254B Payment for superannuation contributions for councillors

- (1) A council may make a payment (a superannuation contribution payment) as a contribution to a superannuation account nominated by a councillor, starting from the financial year commencing 1 July 2022.
- (2) The amount of a superannuation contribution payment is the amount the council would have been required to contribute under the Commonwealth superannuation legislation as superannuation if the councillor were an employee of the council.
- (3) A superannuation contribution payment is payable with, and at the same intervals as, the annual fee is payable to the councillor.
- (4) A council is not permitted to make a superannuation contribution payment-
 - (a) unless the council has previously passed a resolution at an open meeting to make superannuation contribution payments to its councillors, or
 - (b) if the councillor does not nominate a superannuation account for the payment before the end of the month to which the payment relates, or
 - (c) to the extent the councillor has agreed in writing to forgo or reduce the payment.
- (5) The Remuneration Tribunal may not take superannuation contribution payments into account in determining annual fees or other remuneration payable to a mayor or other councillor.
- (6) A person is not, for the purposes of any Act, taken to be an employee of a council and is not disqualified from holding civic office merely because the person is paid a superannuation contribution payment.
- (7) A superannuation contribution payment does not constitute salary for the purposes of any Act.
- (8) Sections 248A and 254A apply in relation to a superannuation contribution payment in the same way as they apply in relation to an annual fee.
- (9) In this section-

Commonwealth superannuation legislation means the Superannuation Guarantee (Administration) Act 1992 of the Commonwealth.

superannuation account means an account for superannuation or retirement benefits from a scheme or fund to which the Commonwealth superannuation legislation applies.

OFFICE OF LOCAL GOVERNMENT CIRCULAR COUNCILLOR SUPERANNUATION

SECTION 254A:

254A Circumstances in which annual fees may be withheld

- (1) Despite this Division, a council may resolve that an annual fee will not be paid to a councillor or that a councillor will be paid a reduced annual fee determined by the council—
 - (a) for any period of not more than 3 months for which the councillor is absent, with or without leave, from an ordinary meeting or ordinary meetings of the council, or
 - (b) in any other circumstances prescribed by the regulations.
- (2) Despite this Division, if a councillor is absent, with or without leave of the council, from ordinary meetings of the council for any period of more than 3 months, the council must not pay any annual fee, or part of an annual fee, to that councillor that relates to the period of absence that is in excess of 3 months.

SECTION 248A:

248A Annual fees or other remuneration not to be paid during period of suspension

A council must not at any time pay any fee or other remuneration, or any expenses, to which a councillor would otherwise be entitled as the holder of a civic office, in respect of any period during which—

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- (a) the councillor is suspended from civic office under this Act, or
- (b) the councillor's right to be paid any such fee or other remuneration, or expense, is suspended under this Act,

unless another provision of this Act specifically authorises payment to be made, or specifically permits a person to authorise payment to be made, when the suspension is terminated.



COUNCILLOR SUPERANNUATION



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Minister's foreword



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

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

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

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

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

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

The discussion paper:

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

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

The Hon Shelley Hancock MP Minister for Local Government

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

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

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

Each of these arguments are examined below.

Are NSW mayors and councillors adequately remunerated?

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Table 2: Interjurisdictional comparison of councillor remuneration

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

Table 3: Interjurisdictional comparison of mayors' remuneration

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

5. What is the position in Queensland?

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

6. Options

Option 1: Maintaining the status quo

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

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

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

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

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

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

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

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

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

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

7. Have Your Say

We now want to hear from you.

Key questions to consider

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

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

Post Locked Bag 3015 NOWRA NSW 2541

Email:

olg@olg.nsw.gov.au

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

Further information

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

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Circular to Councils

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

Release of councillor superannuation discussion paper

What's new or changing

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

What this will mean for your council

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

Key points

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

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

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

Where to go for further information

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

Tim Hurst
Deputy Secretary
Local Government, Policy and Planning

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

Please address all communications to:

The General Manager

240 Blende Street

Broken Hill NSW 2880 Phone 08 8080 3300 Fax 08 8080 3424

PO Box 448



Quote No L20/947 - 11/20 JR:LMS

Telephone / Personal Enquiries Ask for James Roncon

30 April 2020

Office of Local Government Council Governance Team Locked Bag 3015 NOWRA NSW 2541 By email olg@olg.nsw.gov.au

Dear Sir/Madam

Councillor Superannuation Consultation

At Council's Ordinary Monthly Council meeting held on Wednesday 26 March 2020 Councillors were invited to forward their comments to the General Manager's Office for inclusion in a Council submission to the Office of Local Government prior to 8 May 2020.

The Mayor and Councillors were provided with all financial implications to assist them in determining what they consider to be the best option.

The Mayor and Councillors have provided comments to the General Manager and the majority have given their view as the preferred option is Option 1 – "Maintaining the status quo – Mayors and Councillors can continue to voluntarily contribute a portion of their fees to a complying superannuation fund of their choice".

Thank you for providing the discussion paper and I hope that our views assist the Government in gaining a better understanding of the opinions of the local government section.

Yours faithfully

JAMES RONCON

JAMES RONCON
GENERAL MANAGER

AUSTRALIA'S FIRST HERITAGE LISTED CITY



Submission date: 7 June 2022, 12:00PM

Receipt number: 1
Related form version: 3

Should Councillors receive 10.5% superannuation on top of

their current fees?

Whare are the reasons for your decision?

No

1. Being elected to Council is a privilege - people nominate so they can serve their community. 2. Some councillors got elected because they were part of a group. Examining votes, it is clear the councillor would never have been elected if they had run by themselves. On this analysis tge community did not elect those councillors... they got in be default. 3. Without clear community support it is untenable for Council to ask rate payers to pay superannuation to these persons eg one woman who was ungrouped got a significant number of votes many more than some councillors who got onto Council solely because they ran in a group. 4. Most/all councillors have superannuation accrued or accruing from their professional/employment roles. 5. People on Council are financially secure. To pay councillors superannuation potentially amplifies the division of the 'haves' and 'have nots' in Broken Hill. 6. As a rate payer I firmly believe the money is better spent improving community services, upgrading infrastructure, promoting Broken Hill.



Submission date: 7 June 2022, 12:49PM

Receipt number: 2
Related form version: 3

Should Councillors receive 10.5% superannuation on top of

their current fees?

Whare are the reasons for your decision?

No

Current 'pay' to councillors is designed to offset personal costs of councillor activities. Councillors are not employees; they are elected members. Being a councillor should not be promoted as a 'job' but an opportunity for community representation and as such should not be entilted to superannuation.



Submission date: 7 June 2022, 1:57PM

Receipt number: 3
Related form version: 3

Should Councillors receive 10.5% superannuation on top of

their current fees?

Whare are the reasons for your decision? They perform an important role and should be eligible for all

Yes

the benefits we are all entitled too in our employment.



Submission date: 7 June 2022, 3:10PM

Receipt number: 4
Related form version: 3

Should Councillors receive 10.5% superannuation on top of No

their current fees?

Whare are the reasons for your decision?



Submission date: 7 June 2022, 5:38PM

Receipt number: 5
Related form version: 3

Should Councillors receive 10.5% superannuation on top of No

their current fees?

Whare are the reasons for your decision? Council is broke and there are far more important

expenditure items than the already well paid councilors



Submission date: 7 June 2022, 6:26PM

Receipt number: 6
Related form version: 3

Should Councillors receive 10.5% superannuation on top of No

their current fees?

Whare are the reasons for your decision?

They claim that they want to reduce cost to ratepayers



Submission date: 7 June 2022, 9:17PM

Receipt number: 7
Related form version: 3

Should Councillors receive 10.5% superannuation on top of No

their current fees?

Whare are the reasons for your decision? I am struggling to pay rates now let alone if this is added to

our current rates.



Submission date: 7 June 2022, 9:31PM

Receipt number: 8
Related form version: 3

Should Councillors receive 10.5% superannuation on top of No

their current fees?

Whare are the reasons for your decision? It's community service - not a job.



Submission date: 7 June 2022, 10:37PM

Receipt number: Related form version: 3

Whare are the reasons for your decision?

Should Councillors receive 10.5% superannuation on top of

their current fees?

Why shouldn't they receive the superannuation rise the same

as everybody else. If it were a pay rise, that would be

another thing.

Yes



Submission date: 8 June 2022, 6:09AM

Receipt number: 10
Related form version: 3

Should Councillors receive 10.5% superannuation on top of

their current fees?

Whare are the reasons for your decision?

No

Superannuation is paid to workers to help them save up for their retirement. all employees are entitled to this.

However, Councillors are not employees of the Council and are not entitled to the same benefits such as sick or leave or rostered days off, or superannuation.

Councillors nominate to sit on the council in the election to serve the community, not to earn an income or save for their retirement. people who are on Council may have their own jobs or businesses for which they accrue savings or super. Councillors may indeed be retirees who are already drawing on their superannuation.

Councillors who wish to save for their retirement already have the option of self contributing their council sitting fee to their own super fund.

COUNCILLOR SUPERANNUATION BROKEN HILL



Submission date: 8 June 2022, 11:11AM

Receipt number: 11 3 Related form version:

Should Councillors receive 10.5% superannuation on top of

Whare are the reasons for your decision?

POLICY AND GENERAL COMMITTEE

June 2, 2022

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 140/22

SUBJECT: ADOPTION OF THE COMMUNITY STRATEGIC PLAN - YOUR BROKEN HILL 2040 D22/21685

Recommendation

- 1. That Broken Hill City Council Report No. 140/22 dated June 2, 2022, be received.
- 2. That Council notes that as per Minute Number 46816, the Draft Community Strategic Plan Your Broken Hill 2040 was placed on public exhibition for a 28-day period concluding 31 May 2022 during which time Council received four written submissions from members of the public and recorded several matters raised during community engagement pop up sessions undertaken by Council staff during the exhibition period.
- 3. That Council endorses the amendments and inclusions made to the Draft Community Strategic Plan "Your Broken Hill 2040", identified from written submissions and public feedback received.
- 4. That the Draft Community Strategic Plan "Your Broken Hill 2040" be adopted.
- 5. That the adopted Community Strategic Plan be placed on Council's website.

Executive Summary:

The Community Strategic Plan is the highest-level plan that a council will prepare and sits above all other Council plans and policies according to the new Integrated Planning and Reporting Guidelines (October 2021) and key changes to the Act and Regulations. The Community Strategic Plan is a strategic plan from which flows Council directions for the next four years via its Delivery Program and one-year Operational Plans.

The purpose of the plan is to understand the range of services the community wants, the service standards they expect and the infrastructure that will be required; to identify the community's main long-term priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the plan considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Local Government Area, it is not wholly responsible for its implementation. Other partners, such as levels of government, State agencies, business, educational institutions, and community groups have an important role in engaging and delivering the long-term objectives of the plan.

All councils in NSW are required to work within the Integrated Planning and Reporting (IP&R) framework. The updated 2021 IP&R framework reinforces the pivotal role of the IP&R framework in guiding all council planning and decision making based on a sound understanding of the community's expectations around priorities and service levels.

IP&R is aligned with the NSW local government election cycle. The Community Strategic Plan must be reviewed every four years, whereby each newly elected council completes the

review by 30 June in the year following the Local Government Elections and rolls the planning period forward by at least four years so that it is always a 10-year minimum plan.

Broken Hill City Council initiated and facilitated the development of this community plan with a 20-year planning focus and will continue to have a custodial role during its implementation, monitoring and reporting and review.

Council considered the draft Community Strategic Plan – Your Broken Hill 2040 at the Ordinary Council Meeting held 27 April 2022 and Council resolved (Minute Number 46816) to place the Draft Plan on public exhibition for a 28-day period during which time Council would accept submissions from the public.

As per Council's resolution, the draft Community Strategic Plan was placed on public exhibition commencing 4 May 2022 and concluding on 31 May 2022, during which time Council received four written submissions from members of the public and recorded social media posts and matters raised during community engagement pop up sessions undertaken by Council staff during the exhibition period.

A list of feedback received and copies of written submissions are attached to this report.

As a result of feedback received the following amendments and inclusions have been made to the draft Community Strategic Plan – "Your Broken Hill 2040", which seek Council's endorsement.

Amendments and inclusions made to the Draft Community Strategic Plan – "Your Broken Hill 2040"

AMENDMENTS TO STRATEGIES

<u>Amendment to Strategy 1.4.3</u> to include *global reference* and the criteria which resulted in the City's National heritage listing

Ensure our residents and visitors are aware of the importance of Broken Hill in Australian and *global* history and in particular that the criteria which resulted in the *City being listed as Australia's first City on the National Heritage List*, is widely known and valued

Amendment to Strategy 1.5.6 to include "inclusive"

Seek opportunities for vibrant spaces and *inclusive* facilities to increase access to active and passive recreational facilities

Amendment to Strategy 1.6.3 to include "disability services and support"

Provide quality health, medical and allied services to meet community need, particularly *disability services and support*, 24-hour medical services, paediatric and other specialist services, mental health support services, allied health and rehabilitation services

Amendment to Strategy 3.2.1 to include "accessibility to the night sky"

Recognise and communicate the fragility of the natural environment and insist on its respectful use and the protection and restoration of local biodiversity, lands and accessibility to the night sky

<u>Amendment to Strategy 3.2.3</u> to include "and in accordance with the National heritage listing"

Protect, rehabilitate and enhance regeneration areas and commons for the benefit of the City and *in accordance with the National heritage listing*

NEW STRATEGIES

<u>New Strategy 1.4.6</u> - Promote the importance and maintenance of the heritage and history of the City through initiatives that will increase heritage value locally, nationally and internationally

<u>New Strategy 1.6.6</u> - Create opportunities for people to participate in cultural, creative and artistic programs, and experience the natural environment to enhance health and wellbeing

New Strategy 2.1.6 - Advocate for improved digital connectivity in and around the City to support community and business needs

Further Updates

Who will play a part? Pages 21 and 26 – addition of *Art and Cultural organisations*. Page 30 – addition of *Utility organisations*.

Page 9 – Amendments to reflect data updates. Unemployment rate Dec 2021 5.9%, Local Jobs 7,575 (NEIR 2021) and Local Businesses 1,009 (Dec 2021 source Australian Business Register)

Page 12 **updated to reflect engagement undertaken during exhibition period**. Closing the Loop – A comprehensive checking in process <u>was</u> undertaken during the 28-day public exhibition period to ensure further community engagement <u>confirmed the</u> goals and aspirations for the future are expressed in the Community Strategic Plan.

New paragraph included: A further four pop up listening posts were undertaken during the public exhibition period, and the draft plan circulated to over 200 key stakeholders, industry, business and residents, inviting feedback.

Page 13 updated to include "History and heritage of the City" and "Arts and Culture"

Page 36 – **Related Plans**. Plans under development/draft in progress have been included. Crown Land Plan of Management – Natural Areas (draft in progress) and Broken Hill Economic Development Strategy 2022-2026 (under development).

This report is presented to Council following the public exhibition period, in order for Council to consider adoption of the draft Community Strategic Plan – "Your Broken Hill 2040" with the recommended amendments and inclusions.

Report:

The Community Strategic Plan 2033 was originally developed in 2010, with a major review in 2013 following extensive community consultation, followed by smaller revisions in 2014 and 2017.

In preparation for the new Community Strategic Plan 'Your Broken Hill 2040", an intensive analysis of Council plans, local strategic documents from business, industry and agencies were undertaken to create a background paper to inform the methodology for engagement.

The Community Strategic Plan engagement activities commenced in March 2020, where two personnel from Blackadder Associates led two days of engagement sessions and interviews with individuals at the Civic Centre. These sessions commenced from 7am up continued up until 7pm, to capture as much representation as possible. Participants included representatives from government, non-government organisations, business, industry, education institutions, health, first responders, youth, tourism, arts, sport, history, First Nations people, community groups, Councillors and Council staff.

The announcement of COVID-19 pandemic Public Health Orders, which limited gatherings, delayed the engagement processes for a period. However, Council staff led consultation continued throughout the shutdown period, where two community surveys were conducted. One survey targeted people with disability and the other survey broadly assessed the impact

of COVID-19 on the information gathered prior to the implementation of the pandemic public health measures.

When Public Health Orders allowed, Council staff then headed out to the people, undertaking a series of pop-up listening posts, including a range of activities to ensure that the community had an opportunity to contribute and have their goals and aspirations captured. Two of these listening posts were undertaken in Argent Street and three were undertaken at Westside Plaza. Further pop-up listening posts were scheduled to be undertaken during the 28-day public exhibition period.

In summary the engagement period extended to 15 months and included 12 focused workshops; five pop up listening posts; two online surveys and individual interviews. Extensive minutes were taken by staff at workshops, which were included with all material collected across engagement activities to form an analytical process that defined the themes and objectives of the new Community Strategic Plan.

They key feedback areas included affordable housing, Airport redevelopment, allied health services, cleaner and greener city, climate change and renewable energy, community facilities maintenance, development, drug rehabilitation, effective community engagement, employment and local jobs, financial sustainability, cooperation between indigenous and non-indigenous, trees, parks and open spaces, health and ageing population, homelessness, local environmental protection, mental health, population growth and management, roads and infrastructure, tourism, training and education, waste management and recycling, youth and childcare.

Social justice principles (a requirement within the IP&R) of equity, access, participation and rights were central to the development of this Plan. The Plan has a new vision, resonating with the community's aspirations and retains the four themes of Our Community, Our Economy, Our Environment and Our Leadership (also recommended by the IP&R).

The strategies, objectives and actions have been updated to reflect the current foci, challenges, and goals of our community.

A Community Strategic Plan Workshop for Councillors and the Executive Leadership Team (ELT) was held on 28 March 2022. The presentation included an overview of the Community Strategic Plan, the legislative requirements and the new strategies, objectives and actions within the Plan. The presentation also included who is responsible for elements within the Community Strategic Plan, the Integrated Planning & Reporting (IP&R) Framework and new and changed items in the IP&R.

The three key changes emphasised were, the new position of the Community Strategic Plan in the hierarchy of plans, that all plans and strategies must be connected in some way to the framework and that oversight of the CSP, services and service reviews would be undertaken by the Audit Risk and Improvement Committee. At time of writing this report, the guidelines for that oversight by ARIC have not been received by Council.

A copy of the presentation slides were made available at the workshop and circulated to Councillors and ELT following the workshop.

The draft Community Strategic Plan was endorsed by Council for public exhibition at Council's Ordinary Meeting held the 27 April 2022 (Minute Number 46816). The draft Plan was placed on public exhibition for a 28-day period commencing 4 May 2022 and concluding 31 May 2022, during which time Council received four written submissions and feedback from members of the public.

This report is presented to Council following the public exhibition period, for Council to consider adoption of the draft Community Strategic Plan – "Your Broken Hill 2040".

Community Engagement:

The Draft Community Strategic Plan was placed on public exhibition for a period of 28 days.

During the 28-day public exhibition period several engagement activities were undertaken within the community. These activities included circulating the draft plan to over 200 key

stakeholders, industry, business and residents for feedback and Council staff undertaking four pop-up listening posts across the City from 10th – 13th May 2022.

Strategic Direction:

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

Relevant Legislation:

Section 402 of the Local Government Act 1993 states:

- (1) Each local government area must have a community strategic plan that has been developed and endorsed by the council. A community strategic plan is a plan that identifies the main priorities and aspirations for the future of the local government area covering a period of at least 10 years from when the plan is endorsed.
- (2) A community strategic plan is to establish strategic objectives together with strategies for achieving those objectives.
- (3) Following an ordinary election of councillors, the council must review the community strategic plan before 30 June following the election. The council may endorse the existing plan, or develop or endorse a new community strategic plan, as appropriate, to ensure that the area has a community strategic plan covering at least the next 10 years.

Financial Implications:

The Community Strategic Plan forms the base document upon which the next four-year Delivery Program and one-year Operational plan will be budgeted.

A long-term Financial Plan (10 years minimum) will be developed to inform decision making during the finalisation of the CSP and the development of the Delivery Program.

Financial implications of endorsing the Draft Community Strategic Plan for public display included advertising costs estimated to be \$300.

Attachments

- 1. Draft Community Strategic Plan "Your Broken Hill 2040"
- Draft Community Strategic Plan Public Exhibition Period Engagement Feedback
 Notes
- 3. CSP Written Submission Number 1
- 4. CSP Written Submission Number 2
- $\widehat{\mathbb{T}}$
- **5.** CSP Written Submission Number 3
- **6.** CSP Written Submission Number 4

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL GENERAL MANAGER



Draft Community Strategic Plan Your Broken Hill 2040

BROKEN HILL CITY COUNCIL COMMUNITY STRATEGIC PLAN – "Your Broken Hill 2040"



Prepared by Broken Hill City Council 240 Blende Street, BROKEN HILL NSW 2880 PO Box 448, BROKEN HILL NSW 2880

Telephone: 08 8080 3300

Email: <u>Council@brokenhill.nsw.gov.au</u> Website: brokenhill.nsw.gov.au

D22/19758 - 19/124

Endorsed by Council for public exhibition - 27 April 2022, Minute Number 46816

Adopted by Council <Insert adopted plan details here – Meeting Date and Minute Number>

Draft Community Strategic Plan – Your Broken Hill 2040



The Wilyakali people of the Barkindji Nation are the Traditional Owners of the land upon which we all live, work and play and we pay our respects to their elders past present and emerging. We acknowledge the continuous connection of Aboriginal people to this land, a connection that has existed for tens of thousands of years.

Draft Community Strategic Plan – Your Broken Hill 2040



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Draft Community Strategic Plan – Your Broken Hill 2040

Introduction

Mayoral Message

It gives me great pleasure to introduce the City's new Community Strategic Plan (CSP).

The CSP is a document created by the people of Broken Hill to outline their priorities and their aspirations for the City's future.

It is important to remember that this is not a Council plan, but a community plan that Council simply compiles to help provide strategic direction for Broken Hill.

This new plan has been completed using input from a large and diverse range of locals, businesses, and community groups who provided feedback in various ways.

Council held focus groups, pop up sessions, surveys, and a host of other community sessions - both before and after COVID-19 - to inform this plan and ensure it reflects the community's views.

I wish to thank everyone who provided feedback to this plan to ensure the voices of the community were heard.



The CSP should ideally be read in conjunction with Council's Delivery Program (DP) and Operation Plan (OP).

The DP and OP outline what steps Council will take in the coming years to help accomplish the outcomes listed in the CSP.

I also encourage all local businesses, services, and community groups to read this plan and consider how they can help achieve the goals that have been highlighted by locals.

Councillor Tom Kennedy MAYOR

Draft Community Strategic Plan – Your Broken Hill 2040



Your Broken Hill 2040 is a whole of community plan, in which levels of government, state agencies, business, educational institutions, community groups and individuals have an important role.

The Community Strategic Plan (CSP) outlines the community's main priorities and aspirations for the future and includes strategies for how we will achieve them. While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups may also be engaged in delivering the long-term objectives of the Community Strategic Plan.

Broken Hill City Council initiated and facilitated the development of this community plan and will continue to have a custodial role during its implementation, monitoring and reporting and review.

Your Broken Hill 2040 was developed with extensive community input including representatives from community, government, business, health, education institutions, non-government organisations, First Nation people, community groups and Council staff.

Social justice principles of equity, access, participation and rights have been central to the development of this plan under the theme headings of community, economic, environmental and civic leadership.

Results from a series of engagement activities have informed the development of Your Broken Hill 2040 Community Strategic Plan.

The Plan has a new vision, resonating with the community's aspirations and retains the four themes, with strategies, objectives and actions updated to reflect the current focus, challenges and goals of our community.

Key questions considered throughout the development of this Plan:

- Where are we now?
- Where do we want to be in ten years' time?
- How will we get there?
- How will we know when we have got there?

The community were also asked to describe what makes us a flourishing community?

Draft Community Strategic Plan – Your Broken Hill 2040



We are a strong, vibrant and growing regional city with wide opportunities, abundant natural assets, and a commitment to living lives of quality and connection in a unique location.

Our CSP Themes

To support the achievement of our community vision, collaborative efforts will focus on four interconnected themes:

- Our Community We value lifestyle and wellbeing; a place that encourages safe, active, cultural and social opportunities
- Our Economy We value a diverse economy which is resilient and adaptable to change, making the best use of the unique advantages of our remoteness and lifestyle
- Our Environment We value our unique landscape; we are committed to conservation and preservation of the natural environment and greater reduction of the human impact to ensure a sustainable and healthy community
- Our Leadership We value collaboration and working together for the greater good – Broken Hill community continues shared responsibility for good governance

Draft Community Strategic Plan – Your Broken Hill 2040



The City of Broken Hill

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

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

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

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

Broken Hill sits beneath a vast sky (now being mined for renewable energy), atop a landscape famed for its natural, cultural and industrial heritage. Each day, lives are lived out in dwellings built atop a mineralogical rainforest containing 300 confirmed mineral

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

species and representing 2300

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

In January 2015, Broken Hill was recognised as Australia's First National Heritage Listed City.

International findings show that heritage listing 'sells' and can stimulate growth through the visitor economy, the attraction of investment and entrepreneurial opportunity.

As part of a very elite listing, there is potential to heighten the brand of Broken Hill to world status.

Draft Community Strategic Plan – Your Broken Hill 2040

Snapshot of our City

The external environment will continually impact on Broken Hill's capacity to deliver on our agreed objectives. There is a complex global economic environment with significant uncertainty around the outlook for interest rates, labour shortages, global political risk and the path of Covid-19 which will influence the success of growing the economy.

Increases in the prices of food, energy, and metals and exacerbating supply chain disruption, threaten to weaken global supply chains. Climate change may also increase commodity price volatility. However, while the current global economic trends have, and will continue to cause disruption to the National and local economy, Broken Hill's economic outlook is strong, with the investment from new mining ventures in Far West NSW representing a \$2.8bn potential impact on the Far West



NSW economy. Potentially, there are 3,000 jobs being created across five projects in the next three to five years with mining companies committed to employing a residential workforce.

The challenges for Broken Hill will be to advocate for locally provided training and professional development opportunities to prepare the local workforce for new opportunities and the City's ability to attract a new workforce to limit the potential to become a fly-in fly-out community. The political willingness of the State and Federal Government to invest in infrastructure and services will also influence the City's capacity to encourage new residents to live and work in Broken Hill.

also inilitence the City's a	capacity to encourage r	iev
BROKEN HILL CITY		
Land area	1,100km west of Sydney an 500km east of Adelaid	d
DEMOGRAPHICS		
Estimated Resident Population	ion 2021 (ABS) 17,23	0
Projected population in 2025 Female population – Census		
Male population – Census 20	016 48.69	%
Identifying as Aboriginal and Islander – Census 2016	d Torres Strait 8.59	%
Total Households – Census 2	2016 7,73	8
Median House Price (June 2	2021) \$150,00	0
Median House Rental (June		
Occupied Dwellings - Censu		
Unoccupied Dwellings – Cer	nsus 2016 19.4 9	%
OUR ENVIRONMENT	() 1001	Ĺ
Mean maximum temperatui 2020	re (°c) 1991 - 24 .	8
Mean minimum temperature 2020	re (°c) 1991- 11.	8
Mean Rainfall (mm) – 1994 -	· 2020 244 .	8
S	At B f Ctt	

sidents to live and work in Broken Hill.	
OUR ECONOMY	
Gross Regional Product	\$0.86 billion
Local jobs - NIEIR 2021	7,575
Employed residents- NIEIR 2021	7,370
Local businesses – Dec 2021	1,009
Australian Business Register	
People working in health care and social assistance (2020)	16.2%
People working in retail	8.4%
People working in mining (2020)	28.8%
Jobs to worker ratio (2020/2021)	1.03
Total tourism and hospitality sales in	\$65.2m
the City (2019/2020)	total value
	added \$34.1m
High income earners	18.3% (\$1,750
	per week or
	more)
Low-income earners	18.7% (\$500 per
5.00	week or less)
Full-time employment – Census 2016	64.6%
Part-time employment – Census 2016	34%
Unemployment rate – Dec 2021	5.9%
Tertiary qualification	16.5%
Workers who held educational qualifications	57.5%
No qualifications	39.1%

Sources: profile.id.com.au, Australian Bureau of Statistics - abs.gov.au, National Institute of Economic and Industry Research - nieir.com.au, Australian Business Register and Bureau of Meteorology - bom.gov.au

Draft Community Strategic Plan – Your Broken Hill 2040



Engaging with Our Community

Engagement is all about involving our community in the decisionmaking process

Broken Hill City Council, as the coordinator of the engagement of the Community Plan also collated the information into a format that is readily accessible and can be used as a community wide resource. As the plan identifies and amplifies the voice of Broken Hill's residents, Council appreciates the time and effort invested by the community in this process.

Consultation for the plan was undertaken over a 15-month period across the City. It began with an analysis of Council plans, local strategic plans from business, industry and agencies and a background paper highlighted some megatrends, which informed the face-to-face engagement.

The engagement activities targeted groups, industries, individuals and communities. Consultation included facilitated forums, pop up information booths in Argent Street and Westside Plaza, surveys, individual interviews and interviews with small groups with special interests.

People involved in consultation were generous and forthright and could both name what was great about Broken Hill and where our City's challenges lie. Discussion included ideas on how we can reach our community goals.

The 15-month period in which engagement activities were undertaken, incorporated both pre pandemic and mid pandemic

Draft Community Strategic Plan – Your Broken Hill 2040

times which allowed for discussion of the impact of COVID-19 and the public health measures on the community and its sense of wellbeing.

The success of this plan relies on collaboration between all levels of government, health, education, economic development, business, industry, environment, cultural sector, social services, the community and the stakeholders that operate within the Broken Hill City Council Local Government Area.

Council's role in the development of this plan is to collate the information provided by the community, including its goals and aspirations, and present the information in a plan.

Ongoing ownership of the plan and reaching the identified goals of the community is a shared responsibility in which every person, every group, business, industry, and service, has an important role to play.



What We Said ...about Our Now and our Future

Through an extensive range of engagement activities including focused and open workshops, interviews and a series of pop-up listening pots along with research from studies of the Broken Hill community, we said this:

"We are down to earth, hardworking, diverse people who are part of a close-knit community who know where they are going, say it as it is and see the future as a positive albeit challenging on a number of fronts."

"We don't want our population to shrink any further, in fact it is important that we turn this around and grow it."

"We respect and include our First Nations people and consider their perspective in our work, our decisions, solutions and activities."

"We must look after and celebrate our unique natural environment better."

"We are a beautiful and unique Heritage City and we are proud of our mining history."

"We need to look after our health better."

"We like the investment in all our public facilities and transport."

"We need to keep our young people happy and engaged with our community – creating opportunities and jobs is key."

"We need to keep growing, diversifying our economy and looking for opportunities that are compatible with our unique location, history and social fabric."

"We need better access to health and community services."

"We need to deal with drought, our Darling Baaka River, the Menindee Lakes and water generally better."

"We need our partners and leaders to work better together and coordinate their response and solutions to our issues."

"Our businesses both large and small need to be supported and encouraged."

"We have a bright future and our visitors are welcomed in growing numbers."

Draft Community Strategic Plan – Your Broken Hill 2040

Engagement Timeline

Intensive Research

The engagement plan structure included a four-step plan, which began with the analysing of plans from a range of businesses, industries, agencies, the social sector and any others available for inclusion, to gather a flavour of where the community is aiming. This intensive research produced a background paper that was used to inform the commencement of engagement.

Engagement Commencement

In preparation for the new Community Strategic Plan, the research phase of the engagement with the community began in 2020. Fortuitously, two personnel from Blackadder Associates led two days of the engagement at the Civic Centre prior to the imposition of public health orders limiting gathering.

Council led consultation continued throughout the shutdown period and two community surveys were also conducted.

Checking In

Touching base with focus groups from a broad range of areas. Engaging with voices not always represented and engaging with those people with similar interests to progress conversation and drill into specific needs and goals.

Heading to the People

A series of pop-up listening posts conducted by Council staff and including a range of activities to ensure that people had an opportunity to contribute and capture their goals. Two online surveys were conducted- one targeting people with disability and the other broadly assessing the impact of COVID 19 on the information gathered prior to the pandemic public health measures.

Closing the Loop

A comprehensive checking in process was undertaken during the 28-day public exhibition period to ensure further community engagement confirms their goals and aspirations for the future are expressed in the Community Strategic Plan.

The delay in the scheduled NSW Council elections has drawn out the timeline of the Community Strategic Plan but also offered the opportunity to consult widely with the community over a longer period.

Community Consultation provided important information about how the community sees itself prior to and post COVID 19 pandemic public health restrictions and influenced the direction of the goals that the community identified.

In Summary

The engagement period extended to 15 months and involved a wide range of opportunities for community consultation.

A large and diverse range of people contributed their thoughts to Broken Hill's plan for the future, through targeted activities such as:

- Twelve focussed workshops
- Five pop up listening posts
- Two online surveys
- Individual interviews

Extensive minutes were taken by staff at workshops and all remaining material from consultations added to the analytical process that defined the themes and final objectives.

A further four pop up listening posts were undertaken during the public exhibition period, and the draft plan circulated to over 200 key stakeholders, industry, businesses and residents, inviting feedback.

Draft Community Strategic Plan – Your Broken Hill 2040



As a community it is important to have a document that defines how we want to grow into the future and what we need as a community now. This document is called the Community Strategic Plan. This plan seeks to guide us all in how to achieve these goals and how we can measure if we are on track or not.

What our community told us

The community identified the following to be considered in developing the Community Strategic Plan

Affordable housing
Airport redevelopment
Allied services
Arts and Culture
Cleaner and greener city
Climate change and renewable energy
Community facilities maintenance
Development
Drug rehabilitation
Effective community engagement
Employment and local jobs

Draft Community Strategic Plan – Your Broken Hill 2040

Financial sustainability Heightened cooperation between indigenous and non-indigenous History and heritage of the City Trees, parks and open spaces Health and ageing population Homelessness Local environmental protection Mental health Population growth and management Roads and infrastructure Tourism Training and Education Transport Waste management and recycling Youth and childcare



Social Justice and Inclusion Statement

We ensure that the social justice principles are embedded in the delivery of the Community Strategic Plan and interaction between the partners. We welcome and celebrate diversity including people of all ages, abilities, cultural backgrounds, sexual preferences, religious beliefs, political perspectives and linguistic backgrounds. Inclusion, full participation and representation within our community is the key to building a strong resilient place that can achieve outcomes that reflect our true and varied needs.

Environmental Sustainability Statement

We acknowledge the impact of the changing climate on our community, its resources and liveability factors. Our focus includes protecting ourselves from the worst effects of climate change, protecting our unique and fragile landscapes and the plants and animals within it, ensuring fresh food and water security and leaving a positive legacy to our young people. We welcome opportunities to increase our sustainability, including recycling and energy efficiency and we look to set an example to the rest of Australia.

Intergeneration Equity Statement

We acknowledge the generational gap in Broken Hill, and that the needs of generations are different. We will ensure that the needs of all generations are met. These include the need for connection to each other and the wider community, opportunity for good health and social and emotional wellbeing, quality education, suitable recreation, satisfying work and worthwhile leadership opportunities. Planning and decision making will ensure short term solutions do not compromise our longer-term opportunities. The health, diversity and productivity of the environment must be protected, maintained and enhanced for the benefit of our future generations.

First Nations and Cultural Importance Statement

Broken Hill acknowledges the Wilyakali people of the Barkindji nation as the Traditional Custodians of our land. We recognize the cultural importance of this place to Aboriginal people, and that cultural respect and acknowledgement brings the opportunity for greater health and wellbeing to the whole community. We promise to honour the history and ongoing contribution of Aboriginal and Torres Strait Islander people to the community.

Draft Community Strategic Plan – Your Broken Hill 2040



In 2009, the NSW Government introduced the Integrated Planning and Reporting (IP&R) framework. The requirements for IP&R are set out in the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation).

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

Under the Framework, Broken Hill City Council will use the Community Strategic Plan to determine which goals and strategies can be implemented at a local government level. These goals and strategies are included in a fouryear Council Delivery Program.

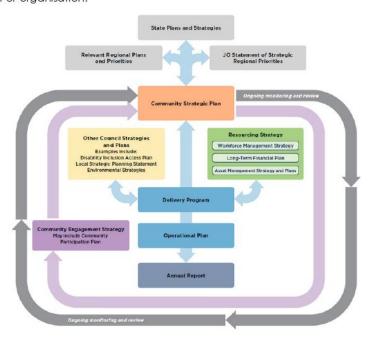
To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a Resourcing Strategy is prepared to address long term asset management, financial management and workforce planning.

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

Each year, Council's success in achieving the goals and strategies

set out in these plans will be reported through Council's Annual Report.

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



Draft Community Strategic Plan - Your Broken Hill 2040



Key Themes _

The key theme areas place structure to the Community Strategic Plan. The four key themes are the same as the community values that were adopted by Council in 2010 and reflect those in the IP&R Framework.

Objectives !

Where do we want to be? These are the community's long-term priorities and aspirations for the City. Council has a custodial role in working towards realising these outcomes; however, it is not wholly responsible for achieving them.

Performance Measures

How will we know when we have got there? Track progress towards the long-term objectives. Identify a data source that can be used to quantify progress.

Our Community

Objective 1.1 Our community spirit is our strength

- 1.1.1 Work to connect people, build capacity and create local solutions to solve a range of social and health issues that may impact community wellbeing and vulnerable people
- 1.1.2 Ensure that the liveability factors that enhance our lifestyles are identified, considered, maintained, and grown
- 1.1.3 Provide equitable, affordable, flexible, and co-located community services and facilities based on community peed
- $\textbf{1.1.4} \ \ \text{Provide opportunities to practice traditions in community settings and experience good social and cultural health}$
- 1.1.5 Support and encourage volunteering across all age, cultural and ability sectors of the community
- 1.1.6 Young people are provided the opportunities required to learn, connect, and grow

Strategies

How will we get there? These are the activities and plans that contribute to achieving the longterm objectives and the City's vision.

Where do we want to be in the future?	How will we get there?	Who will play a part?
ur City has events and fastivals that enhance our fastyle and communicates them effectively activities, and fastivals Communications with the wider community are improved through updated directories and accessible event calendars		Aboriginal Affairs NSW Aboriginal Community Working Party Broken Hill City Council Charity organisations
Our public spaces and activities help us feel healthy and happy	Ensure sport and recreation facilities are available to meet community needs Ensure that future development supports the growth of our community Ensure that public spaces and community buildings meet the needs of the community	Department Family and Community Services Department of Justice Department of Planning and Environment For West Local Health District
Our community has access to adaptable and inclusive	Support and continue to develop services to	Federal and State Government Agencies
community and health services We are a supportive and inclusive community	promote health and wellbeing Implement and review plans and strategies to support an inclusive community Support volunteer and community groups to increase community capacity	Local sports and recreation Clubs Non-Government Agencies NSW Department of Premier and
We are a healthy community	People are engaged and taking advantage of the apportunities available to connect with others	NSW Police — Barrier Police
It is safe and easy to get around our City	Ensure that infrastructuro moets community needs and service levels Ensure that active transport infrastructure meets community need and service levels	District NSW Primary Health Network NSW Sports and Recreation Social housing providers Transport for NSW
	we know when we have got there?	
Meas	ures	Source
 Increased measures of health and wellbeing 		Health Surveys
2. Increased attendance at community events a		Data collection
3. Access to suitable support and services are available		Community Survey
4. The community feels safe		Community Survey
5. There is adequate housing and sufficient employment for all		Data Collection
6. Minority groups are engaged and participating in the life of the community		Community Survey
7. The social and lifestyle factors affecting health of residents are monitored for improvement		Data Collection
8. Our residents know the history of the City		Community Survey
9. Young people feel connected to the community and have growing opportunities to contribute		Community Survey
10 The second the second to th		

Partners

Who will play a part?
Local and state
government
agencies, other
organisations and
community groups
have an important
role in delivering the
long-term objectives.

Draft Community Strategic Plan – Your Broken Hill 2040



Our Community

We are a connected and unique community and enjoy our safety and wellbeing. We aspire to create welcoming, accessible, and safe private and public places that foster good health and social interaction. We maintain an inclusive lifestyle as we come together to get things done.

There is a strong link between the ambience and quality of our surroundings and our individual and collective wellbeing.

We value our diversity, our safety, our heritage outback environment and love the uniqueness of our City. We value the built environment and love the shops, restaurants, bars, and range of recreation facilities. We would like to see more vibrancy in our public spaces.

As the first Australian city to be included on the National Heritage List, the built environment is also highly valued and our community places great importance on protecting, celebrating, and enhancing it as much as we are able.



Draft Community Strategic Plan – Your Broken Hill 2040

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We have a healthy community in a liveable City

We will achieve this by...

Objective 1.1 Our community spirit is our strength

- 1.1.1 Work to connect people, build capacity and create local solutions to solve a range of social and health issues that may impact community wellbeing and vulnerable people
- **1.1.2** Ensure that the liveability factors that enhance our lifestyles are identified, considered, maintained, and grown
- 1.1.3 Provide equitable, affordable, flexible, and co-located community services and facilities based on community need
- **1.1.4** Provide opportunities to practice traditions in community settings and experience good social and cultural health
- ${\bf 1.1.5}$ Support and encourage volunteering across all age, cultural and ability sectors of the community
- 1.1.6 Young people are provided the opportunities required to learn, connect, and grow

Objective 1.2 People in our community are in safe hands

- **1.2.1** Enhance community safety within homes, neighbourhoods, and public spaces by building partnerships and using coordinated targeted local programs
- **1.2.2** Increase the level of disaster preparedness across the community and ensure first responder services are adequately resourced
- **1.2.3** Community and social service providers are adequately resourced and connected to meet community needs
- **1.2.4** Continue to advocate for affordable, sustainable water and food security with all stakeholders
- **1.2.5** Provide and maintain sustainable, affordable, efficient and reliable utilities and services to the Broken Hill community

Objective 1.3 Our community works together

- **1.3.1** Develop, implement, support and promote initiatives to celebrate the range of people and programs within the community
- **1.3.2** Engage, develop and maintain relationships to address local issues and create opportunities for residents, groups and business
- 1.3.3 Openly share information within the community to allow participation and inclusion
- 1.3.4 Grow access to quality, accessible, accredited, and affordable social services
- 1.3.5 Implement measures to ensure sustainable transport options
- 1.3.6 Support the transition of young people from school to career
- 1.3.7 Encourage collaboration between services, sporting competitions, arts, creative enthusiasts and community groups to facilitate the sharing of resources
- 1.3.8 Monitor and plan for the community's changing needs

Draft Community Strategic Plan – Your Broken Hill 2040

We have a healthy community in a liveable City

We will achieve this by...

Objective 1.4 Our history, culture and diversity are embraced and celebrated

- **1.4.1** Raise awareness of cultural and community events that celebrate Broken Hill's cultural diversity
- 1.4.2 Promote and support reconciliation and inclusion with the Aboriginal community
- **1.4.3** Ensure our residents and visitors are aware of the importance of Broken Hill in Australian and global history and in particular that the criteria which resulted in the City being listed as Australia's first city on the National Heritage List, is widely known and valued
- 1.4.4 Sustain and grow arts and culture and events and preserve the importance of our social capital, built heritage and history
- **1.4.5** Celebrate the City's milestones and traditions publicly to increase the opportunity for tourism interest, social interaction and gathering
- **1.4.6** Promote the importance and maintenance of the heritage and history of the City through initiatives that will increase heritage value locally, nationally and internationally

Objective 1.5 Our built environment supports our quality of life

- 1.5.1 Maintain the character of our historic City through good design and initiatives
- 1.5.2 Maintain an attractive and welcoming Central Business and Activities District
- 1.5.3 Manage community infrastructure sustainably
- **1.5.4** Design and deliver pathways, walking trails and other pedestrian movement infrastructure to maximise access, inclusion and mobility
- 1.5.5 Advocate for a mix of housing stock that is affordable and supports growing our population
- **1.5.6** Seek opportunities for vibrant spaces and inclusive facilities to increase access to active and passive recreational facilities
- **1.5.7** Provide the infrastructure required to reach positive life outcomes including an Alcohol and Drug Facility, Child Contact Centre, and Youth spaces

Objective 1.6 Our health and wellbeing ensure that we live life to the full

- **1.6.1** Maintain awareness of and create strategies and partnerships to address the impact of the social and lifestyle factors affecting the health and wellbeing of residents
- **1.6.2** Create opportunities for people to participate in active and healthy recreational activities
- **1.6.3** Provide quality health, medical and allied services to meet community need, particularly disability services and support, 24-hour medical services, paediatric and other specialist services, mental health support services, allied health, and rehabilitation services
- **1.6.4** Ensure the support and information required to access programs and funding for individuals navigating aged care, childcare, NDIS and other programs are readily available and accessible
- **1.6.5** Advocate for the provision of a suitable range of social services in the City including disability, childcare and aged care services
- **1.6.6** Create opportunities for people to participate in cultural, creative and artistic programs, and experience the natural environment to enhance health and wellbeing

Draft Community Strategic Plan – Your Broken Hill 2040



Where do we want to be in the future?	How will we get there?	Who will play a part?
Our City has events and festivals that enhance our lifestyle and communicates them effectively	Host and support a diverse range of events, activities, and festivals Communications with the wider community are	Aboriginal Affairs NSW Aboriginal Community Working Party
	improved through updated directories and accessible event calendars	
Our public spaces and activities help us feel healthy and happy	Ensure sport and recreation facilities are available to meet community needs Ensure that future development supports the growth of our community Ensure that public spaces and community buildings	Charity organisations Department Family and Community Services Department of Justice Department of Planning and Environment
Our community has access to adaptable and	Support and continue to develop services to	Far West Local Health District Federal and State Government
We are a supportive and inclusive community We are a supportive and inclusive community Implement and review plans and strategies to support an inclusive community Support volunteer and community groups to increase community capacity		Agencies Local sports and recreation Clubs Non-Government Agencies NSW Department of Premier and
We are a healthy community	People are engaged and taking advantage of the opportunities available to connect with others	Cabinet NSW Police — Barrier Police District
It is safe and easy to get around our City	Ensure that infrastructure meets community needs and service levels Ensure that active transport infrastructure meets community need and service levels	NSW Primary Health Network NSW Sports and Recreation Social housing providers Transport for NSW
How	will we know when we have got there?	
Med	asures	Source
Increased measures of health and wellbe Increased attendance at community event		Health Surveys
Increased attendance at community events and celebrations Access to suitable support and services are available		Community Survey
4. The community feels safe	Community Survey	
5. There is adequate housing and sufficient	Data Collection	
6. Minority groups are engaged and participating in the life of the community		Community Survey
7. The social and lifestyle factors affecting health of residents are monitored for improvement		Data Collection
8. Our residents know the history of the City	Community Survey	
9. Young people feel connected to the comm	Community Survey	
10. The community narrative is increasingly p	Community Survey	

Draft Community Strategic Plan – Your Broken Hill 2040



Our Economy

We focus on our population as a key element in preserving and growing our economy and our future. By diversifying our economic interests, we will be resilient, agile, and ensure our economic prosperity.

We aspire to create a thriving and vibrant local economy in Broken Hill where traditional (eg mining, art, and tourism) and new (eg technology and renewable energies) industries are supported and local career, training and education opportunities are created and if existing, expanded - especially for young people, to ensure more stay in Broken Hill and our opportunities attract more people in all forms - visitors, investors, and new residents to our City.

The emphasis our community has given towards 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.

We must also actively pursue prospects for new business investment and encourage and support local entrepreneurship and innovation as our economy transforms to meet new opportunities.



Draft Community Strategic Plan – Your Broken Hill 2040

We have an innovative and sustainable economy

We will achieve this by...

Objective 2.1 Our businesses are well connected and thrive in an environment that supports innovation and economic growth

- 2.1.1 Improve access to business information, incentive programs and enterprise support
- **2.1.2** Ensure an adequate supply of industrial land with the capacity to enable the development of specialised industry clusters and encourage co-location of related industries
- **2.1.3** Advocate for improved accessible transport and connectivity including air, road and rail services to and around the City
- **2.1.4** Ensure strategic planning addresses the capacity to increase economic activity for the retention of residents
- 2.1.5 Encourage innovation in business and industry
- **2.1.6** Advocate for improved digital connectivity in and around the City to support community and business needs

Objective 2.2 Our economy provides opportunities that match the skills and needs of the population and enhances population growth

- 2.2.1 Attract new industries for employment and skill growth
- 2.2.2 Promote employment and training opportunities for all residents
- **2.2.3** Support businesses and local leaders to ensure that apprenticeship and traineeship opportunities continue to grow
- **2.2.4** Ensure secondary and tertiary education, distance education and placement experience are locally accessible and the sector is supported to grow
- **2.2.5** Ensure that our private and public educational entities are provided with the resources required to deliver quality learning outcomes

Objective 2.3 Our City attracts a diverse range of businesses and visitors providing opportunities for work, education, leisure and social life

- 2.3.1 Promote Broken Hill as an attractive place to establish and grow a business
- **2.3.2** Partner to pursue opportunities to work on projects, government contracts and scaled opportunities available in the City and region
- 2.3.3 Promote the narrative of long-term economic stability to the community

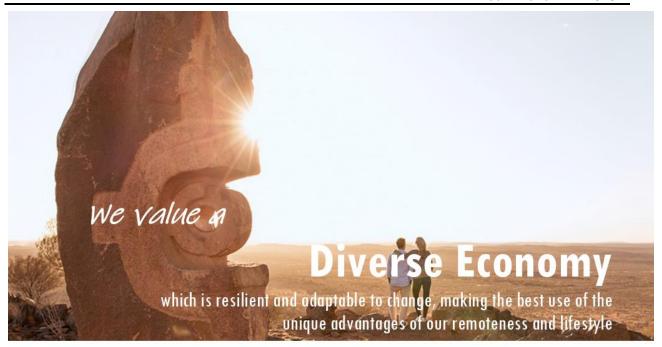
Draft Community Strategic Plan – Your Broken Hill 2040

We have an innovative and sustainable economy

We will achieve this by...

Objective 2.4 We are a destination of choice and provide a unique experience that encourages increased visitation

- ${\bf 2.4.1}$ Engage government, business and community stakeholders in supporting the management of tourism
- **2.4.2** Deliver service excellence in the tourism, hospitality and retail sectors to enhance visitor experience and maximise yield from tourism
- 2.4.3 Deliver authentic visitor products and experiences
- **2.4.4** Ensure a strategic and proactive approach to the development, management and marketing of business and destination events, tourism and filming activities
- 2.4.5 Encourage and support Aboriginal business and tourism projects



Where do we want to be in the future?	How will we get there?	Who will play a part?
Broken Hill is a popular destination with a wide variety of experiences	Raise the City's profile as a visitor destination	Art and Cultural organisations Broken Hill City Council
We have an adaptable and diverse economy Our growing population supports a thriving local	Promote an environment where start-ups, small and medium businesses are encouraged Support businesses to build capability and capacity to use new technology to realise opportunities Our City has a strong creative industry Ensure the availability of land for a variety of	Business Far West Department of Regional NSW Destination NSW Far West Joint Organisation Foundation Broken Hill Local business and major employers Non-Government Agencies NSW Crown Land NSW Department of Education
economy	community health and wellbeing, economic and housing uses	NSW Health Regional Development Australia — Far Registered training organisations State and Federal Government Agencies TAFE
How will we know when we have got there?		
Measures		Source Tourism Research Australia
1. Visitation is increasing		100100110110110110110110110110110110110
2. Opportunities to grow industry are realised		Data Collection- RDA
3. Population is increasing		Data Collection
4. Young people have opportunities post school and are staying in the community		Data Collection
5. Housing is affordable and fit for purpose		Data Collection
6. Secondary, tertiary and vocational educational options are growing		Data Collection
7. Access to services is increasing (including childcare and NDIS services)		Data Collection
8. The economic value of the local community is growing		Regional Gross Domestic Data
9. Investment opportunities are growing	Data Collection	

Draft Community Strategic Plan – Your Broken Hill 2040



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 human impact and climate change to ensure a sustainable healthy community.

We need to protect the environment for its own sake as well as for the sake of our future Broken Hill generations.

Therefore, the preservation of our natural environment remains a focus and driver in our strategic direction - we are committed to collaborating with our community and partners to plan, promote, educate and facilitate better protection of our environment.

The matter of climate change and adaptation measures has increased in recent years and prioritisation of climate adaptation activities must be acknowledged and actioned as a priority.



Draft Community Strategic Plan – Your Broken Hill 2040

We value and protect our environment

We will achieve this by:

Objective 3.1 Our environmental footprint is minimised

- **3.1.1** Implement measures to reduce the city's carbon footprint and enhance the circular economy by educating and demonstrating the use of renewable resources
- **3.1.2** Educate the community on measures to avoid waste and reduce littering and waste to landfill
- **3.1.3** Investigate and plan for the minimisation of environmental, social and rehabilitation impacts associated with mining activity on the City
- **3.1.4** Pursue opportunities for scale renewable energy and back up battery capability and investigate new technologies as they emerge

Objective 3.2 Natural environments and flora and fauna are enhanced and protected

- **3.2.1** Recognise and communicate the fragility of the natural environment and insist on its respectful use and the protection and restoration of local biodiversity, lands and accessibility to the night sky
- **3.2.2** Increase awareness and understanding of climate change and active protection of the natural environment
- **3.2.3** Protect, rehabilitate and enhance regeneration areas and commons for the benefit of the City and in accordance with the National Heritage listing
- **3.2.4** Minimise the impact of feral and domestic animals and noxious weeds on the natural environment
- **3.2.5** Advocate for river connectivity in the Murray Darling Basin system, maintaining water supply in the Menindee Lakes system, and maintaining the health of the Darling Baaka River

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

- **3.3.1** Encourage measures that limit the impact of the changing climate and enhance environmentally sustainable building and land use planning
- **3.3.2** Create green and resilient environments by improving tree cover, native vegetation, landscaping and water management systems
- 3.3.3 Preserve the heritage and streetscapes of the City
- 3.3.4 Reuse and repurposing of the existing built environment are managed in a sustainable manner

Draft Community Strategic Plan – Your Broken Hill 2040



Where do we want to be in the future?	How will we get there?	Who will play a part?
Have access to a clean, healthy environment	Ensure water quality is maintained Ensure the regeneration areas are maintained Ensure that shade trees and quality cool recreational spaces are a feature of our community	Australian Renewable Energy Agency (ARENA) Broken Hill City Council Crown Lands NSW Broken Hill Local Aboriginal Land Council Federal and State Government Agencies Landcare
Our blood lead levels are managed	The community receives regular updates from ongoing monitoring	Local environmental and heritage groups Mining and Industry
We are recycling our waste into needed products	Reduction of waste is addressed through programs and partnerships Successful waste reduction outcomes are celebrated	Non-Government Agencies NSW Aboriginal Land Council NSW Department of Planning and Environment NSW Environment Protection Authority
Our reliance on fossil fuels is decreasing	Active transport, walkability, and liveability factors are considered for any new developments Renewable energy solutions are embraced by the community	NSW Local Land Services NSW National Parks and Wildlife Service Our media partners Our volunteers Utility organisations
How will	we know when we have got there?	
Measure	es ·	Source
1. Maintain quality, affordable water		Data collection
2. Decreasing ecological footprint (monitoring renewable energy and recycling levels)		Data collection
3. Limit the detrimental health impacts of mining on the community		Data collection
4. Increased involvement in environmental activities		Community survey
5. The tree canopy in our CBD and across the City is increasing		Data collection
6. Recreational water is maintained for community use		Data Collection
7. The City is promoted as clean, green, comfort	Liveability Data	

Draft Community Strategic Plan – Your Broken Hill 2040



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.

Good governance is about creating a culture of transparency and accountability and establishing trust with the community.

The community have told us that there are opportunities to improve coordination between various organisations delivering services and generally improving communication among leading bodies in our community.

The community have asked for more collaboration across the community and real opportunities for true, authentic engagement that leads to outcomes that truly address the issues identified and allow the community to respond to growth opportunities together.



Draft Community Strategic Plan – Your Broken Hill 2040

We are a connected and engaged community

We will achieve this by...

Objective 4.1 Openness and transparency in decision making

- **4.1.1** Build strong relationships and ensure responsibilities and benefits of putting strategic plans into practice are shared amongst key community sectors
- **4.1.2** Undertake communication and authentic, open and reciprocal engagement with the community to increase confidence in decision-making
- **4.1.3** Social, environmental and economic sustainability is considered when making decisions
- 4.1.4 Decision-makers provide accountability through planning and reporting frameworks

Objective 4.2 Our leaders make smart decisions

- 4.2.1 Support leaders through the process of making difficult decisions
- **4.2.2** Our leaders seek information, are well informed and aware of emerging issues and new information in order to advocate and respond appropriately
- **4.2.3** Leadership capability and capacity, including cultural awareness within our community is increased

Objective 4.3 We unite to succeed in Australia's First City on the National Heritage List

- **4.3.1** Ensure a collaborative partnership forum is developed to drive the implementation of the Community Strategic Plan
- 4.3.2 Partnerships, role models and joint success are celebrated and promoted
- **4.3.3** Develop and build strong, productive relationships with State and Federal Governments and their agencies

Objective 4.4 Our community is engaged and informed

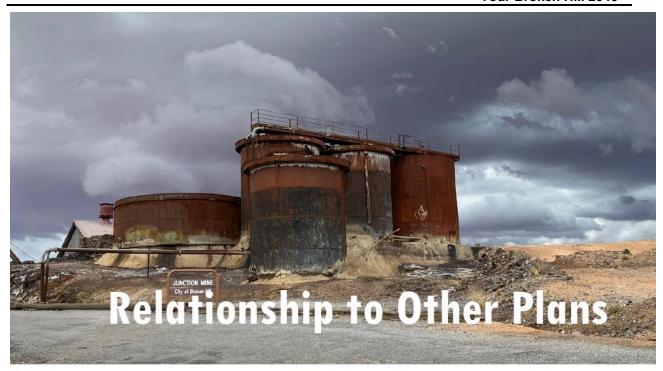
- **4.4.1** Increase community involvement in decision-making by establishing a representative Engagement Framework
- **4.4.2** Engage the community through information and activities aimed at increased participation and reciprocal information sharing
- 4.4.3 Increase knowledge and awareness of challenges and opportunities facing the City

Draft Community Strategic Plan – Your Broken Hill 2040



Where do we want to be in the future	? How will we get there?	Who will play a part?	
Ve are confident that partnerships between ommunity, government and business benefit our groups		Broken Hill City Council Business and business groups Community members and	
We know how and why decisions are made	Deliver high quality and informative customer service and engagement activities Provide clear, accessible and relevant information to the community	local community groups Department of Premier and Cabinet Federal and State Government Agencies	
Our community influences decisions that shape our City	Actively engage with and seek direction from the community and key stakeholders	Non-Government Agencies NSW Auditor General NSW Office of Local Government Our media partners NSW Ombudsman NSW Treasury	
Howv	ill we know when we have got there?		
٨	Measures		
1. The community is increasing in confid	1. The community is increasing in confidence that a sustainable future is being created		
2. Our leadership is collaborative	2. Our leadership is collaborative		
3. The community is involved in decision	3. The community is involved in decision making		
4. Communications to the community ar	4. Communications to the community are comprehensive		
 The Community Round Table program Strategic Plan 	Participant Survey		
6. The community increasingly understa the City	Community Survey		
7. Joint initiatives are undertaken	Data Collection		

Draft Community Strategic Plan – Your Broken Hill 2040



In the development of our Your Broken Hill 2040 Community Strategic Plan, consideration has been given to the relationship to other plans objectives and strategies, including NSW State Premiers Priorities and Far West Regional Action Plan 2021.

Premiers Priorities

These priorities represent the government's commitment to making a significant difference to enhance the quality of life of the people of NSW.

They aim to tackle many of the issues that have been put in the too hard basket, for too long. Each priority has an ambitious target. They have been set with the purpose of

delivering on the government's key policy priorities, being:

- a strong economy
- · highest quality education
- well-connected communities with quality local environments
- putting customer at the centre of everything we do
- breaking the cycle of disadvantage

Far West Regional Action Plan 2021

The priorities identified by communities within the Far West include:

- Prosperous and diverse economy with a highly skilled workforce
- Strong partnerships with Aboriginal communities
- Strong communities supported by effective and coordinated service delivery
- Sustainable management of our natural resources

Draft Community Strategic Plan – Your Broken Hill 2040

Related Plans

All relevant State and Regional Plans

Advocacy Strategy 2020

Asset Management Strategy

Benchmark for Building Assets Rationalisation

Broken Hill Airport Master Plan 2010

Broken Hill CBD Masterplan 2021

Broken Hill Community Working Party-Community Action Plan 2019

Broken Hill Cultural Framework and Synopsis Report 2019

Broken Hill Cultural Plan 2021-2040

Broken Hill Development Control Plan 2016

Broken Hill Disaster Plan 2011

Broken Hill Heritage Strategy 2020-2023

Broken Hill Economic Development Strategy 2022-2026 (under development)

Broken Hill Housing Strategy (under development)

Broken Hill Living Desert Plan of Management

Broken Hill Displan 2011 – Local Disaster Plan

Broken Hill Local Environmental Plan 2013

Broken Hill Lead Reference Group Integrated Strategy (review under development)

Broken Hill Local Strategic Planning Statement 2020 - 2040

Broken Hill National Values Study 2021

Broken Hill Wayfinding Strategy (under development)

Business Support Policy

Communications and Community Engagement Strategy

Companion Animal Management Plan

Crown Lands- Strategic Vision Report 2016

Crown Land Plan of Management – Natural Areas (draft in progress)

Cultural Infrastructure 2025 NSW Government

Cyber Security Framework

Destination Country and Outback NSW Destination Management Plan

Development Control Plan

Digital Strategy

End of Term Report 2016 - 2021

Far South West Joint Organisation
Management Plan (under development)

Far West Regional Action Plan 2021

Far West Regional Economic Development Strategy 2018 - 2022

Far West Regional Plan 2036

Far West Workforce Development Study 2019

Landfill Environmental Management Plan

NSW Visitor Economy Strategy

Parking Strategy

Pollution Incident Response Management Plan

Privacy Management Plan

Reconciliation Action Plan 2020-2022

Regional Transport Strategy

Renewable Energy Action Plan 2020

Risk Management Strategy

Section 7.12 Developer Contributions Plan

Smart Community Framework 2016

Social Medial Strategy

State of the Environment Report 2016 - 2021

Strategic Tourism Plan 2010 - 2020

Sustainability Strategy 2018 - 2023

Tree Management Plan

Urban Stormwater Master Plan

Willyama Common Management Plan

Workforce Development Study 2019- RDA Far West

Draft Community Strategic Plan – Your Broken Hill 2040



PAGE NO	PHOTO INVENTORY	PHOTO CREDITS
Front Cover	Country Universities Centre (CUC) Far West - Graduation Ceremony 2021	Country Universities Centre (CUC) Far West
	Mayor Tom Kennedy, Ambassador Bronte Hendricks, Mr Steve Radford OAM Broken Hill Citizen of the Year 2022	BHCC Photo Library
	Youth event participants at Regional Aquatic Centre	BHCC Photo Library
	Youth Week celebrations in Sturt Park	BHCC Photo Library
Page 3	Young Leader Campbell Quintrell taking part in a smoking ceremony under the guidance of Aunty Maureen O'Donnell, a Wilyakali Traditional Owner	BHCC Photo Library
Page 4	Community event in Sturt Park	BHCC Photo Library
Page 5	Councillor Tom Kennedy, Mayor of Broken Hill	BHCC Photo Library
Page 6	Mayor Tom Kennedy with 2022 Australia Day Award reciplents, Barry King, Natasha Bearman, Steve Radford OAM, Arliah Pearce, Lesley Harvey and Shane Webb	BHCC Photo Library
Page 7	Argent Street precinct streetscape, including TAFE, Police Station, Town Hall Facade and Australia Post	BHCC Photo Library
Page 8	Line of Lode and Miners Memorial on top of the ore body that bisects the City	BHCC Photo Library
Page 9	Map of NSW, highlighting Far Western Region and location of Broken Hill	NSW State Archives
Page 10	Youth Community Engagement Focus Session	BHCC Photo Library
Page 11	Council staff engaging with residents during a CSP pop-up listening post in Argent Street at the pop-up Aboretum in the Art Gallery carpark	BHCC Photo Library
Page 13	Eastern town overview	BHCC Photo Library
Page 14	Council staff engaging with the public at a CSP pop-up listening post at Westside Plaza	BHCC Photo Library

Draft Community Strategic Plan – Your Broken Hill 2040

Page 15	Syndicate of Seven statutes, which line the frontage of the Council Chamber	BHCC Photo Library
Page 16	Totem Skateboarding workshop Duff Street Park – Rage Cage	BHCC Photo Library
Page 17	Liam and Emma McLaughlin on new play equipment at Queen Elizabeth Park	Rebecca McLaughlin
	YMCA Community Exercise Group – South Community Centre	BHCC Photo Library
	Community march – Sturt Park	BHCC Photo Library
	YMCA Colour Run – Sturt Park	BHCC Photo Library
	YMCA Colour Run – Clown activities – Sturt Park	BHCC Photo Library
	Local Artist, Amanda Johnston	BHCC Photo Library
Page 18	Visitors and residents enjoying Alfresco dining in Argent Street	BHCC Photo Library
Page 21	Participants of Youth event at Regional Aquatic Centre	BHCC Photo Library
Page 22	Country Universities Centre (CUC) Far West students	Country Universities Centre (CUC) Far West
	View of the Line of Lode and Miners Memorial on top of the ore body that bisects the City	BHCC Photo Library
	Broken Heel Festival, parade participants	BHCC Photo Library
	Filming in the City - "Last Cab to Darwin"	BHCC Photo Library
	Retail worker at Bell's Milk Bar	BHCC Photo Library
	Tourists enjoying the view from the Living Desert Sculpture Site	Destination NSW
Page 23	Argent Street roadway, showcasing the City's banner poles	BHCC Photo Library
Page 26	Tourists enjoying the view from the Living Desert Sculpture Site	Destination NSW
Page 27	Sturt peas growing within the local region	Debbie Coady
	Outcrop on the City's outskirts	Debbie Coady
	Landcare Broken Hill members taking part in a working bee along Bromide Street between Blende and Beryl Streets	Landcare Broken Hill
	AGL Solar Farm aerial view	BHCC Photo Library
	Our built environment – walk tour group gathering in front of the Trades Hall	BHCC Photo Library
Page 28	Visitors to the Living Desert, enjoying the birdlife and fauna in the area	BHCC Photo Library
Page 30	Landscape on the City's outskirts	Debbie Coady
Page 31	Young Leaders Campbell Quintrell and Kelsie Mitchel with Roy Butler MP	YMCA NSW Broken Hill
	Mark Coulton, MP and Mayor Tom Kennedy during a visit to announce the successful application for a CHART grant	Office of the Hon Mark Coulton MP
	Mayor Tom Kennedy, Ambassador Bronte Hendricks and Steve Radford OAM during 2022 Australia Day Awards	BHCC Photo Library
	Council's General Manager, Jay Nankivell	BHCC Photo Library
Page 32	Central-east view of the City, centred by Sulphide Street, Broken Hill	BHCC Photo Library
Page 34	Civic Centre lit up to pay tribute to the City's dedicated health workers and first responders during the COVID-19 pandemic	Barrier Truth
Page 35	Junction Mine	BHCC Photo Library
Page 37	YMCA Colour Run	BHCC Photo Library
Back Cover	Far West Local Health District celebrating National Reconciliation Week with Aunty Dulcie O'Donnell officiating the Smoking Ceremony and accompanied by Melissa Cumming	Far West Local Health District
	Broken Hill Hospital Kiosk volunteer, Meredith Farquhar	Far West Local Health District
	Community event - Baby Bounce in Sturt Park	BHCC Photo Library
	Murdi Paaki Young Leaders- NAIDOC week	BHCC Photo Library
Note	Council events display signage informing community members that by taking community members grant Council permission to use the images from the event purposes.	

Draft Community Strategic Plan – Your Broken Hill 2040



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www.brokenhill.nsw.gov.au



Draft Community Strategic Plan "Your Broken Hill 2040" Community Engagement and Public Exhibition Submissions

Tuesday, 10 May 2022 - Broken Hill Regional Aquatic Centre What the community told us... **CSP Strategy** Aged care - caring for our older residents in 1.6.5 The matter captured in the Plan. care and in their homes- also help needed for aged people to clean footpaths Airport upgrades required to encourage 1.5.3 The matter captured in the Plan. larger airlines and more visitors Objective 2.3 The matter captured in the Plan. Attracting new residents – current rental crisis - businesses staying open to meet needs, engage senior people, encourage volunteering, connected community Banner poles - use to celebrate the people 1.4.3 and 1.4.5 The matter captured in the Plan. written in the City's history Objective 1.5 Building approval - improve timeframes to Operational matter. encourage building and growth Celebration of mining - Mining Museum 1.4.4 The matter captured in the Plan. Childcare - increase availability to meet the 1.6.4 and 1.65 The matter captured in the Plan. needs of the community, young families and encourage families to reside in the City Clean up the City 1.1.2 and 1.5.2 The matter captured in the Plan. Collaboration - improved 4.1.1 and 4.3.3 The matter captured in the Plan. relationships/dialogue between Council, State government and other agencies/entities to encourage joint planning 1.5.3 and 1.5.6 Community assets - fix public tennis courts The matter captured in the Plan. within the City Community assets for young people, such 1.5.6 The matter captured in the Plan. as tennis courts, basketball hoops (land behind Aquatic Centre) 1.1.4 and Community kitchen - embrace multicultural The matter captured in the Plan. cuisines and provide opportunities for the 2.1.1 multicultural communities Community newsletter - events and news 4.4.2 The matter captured in the Plan. Companion Animal management -1.2.1 The matter captured in the Plan. responsible pet ownership - risk to community to walk safely around the City. Consultation of a policy. Environment – household recycling bins 3.1.2 The matter captured in the Plan. (separate waste) Inclusiveness - race, homelessness, 1.3.4 and The matter captured in the Plan. support services 1.1.1 Increased criminal activity 1.2.1 The matter captured in the Plan. Lighting - increase celebration lighting in 1.1.4 The matter captured in the Plan. the CBD and across City - recreate the excitement of Christmas for all and in the minds of young children Multicultural food options and celebration of 1.1.4 The matter captured in the Plan. multiculturalism in the community

Draft Community Strategic Plan – Public Exhibition Period – Engagement Feedback Note

NDIS – ensure adequate support and	1.6.4	The matter captured in the Plan.
education is available and provided		
effectively to assist access		
One stop community information centre	1.1.1 and 1.1.3	The matter captured in the Plan.
Population growth	Objective 2.2	The matter captured in the Plan.
Service delivery into 2040 – what does that	1.1.1, 1.1.2	The matter captured in the Plan.
look like? What will the City need?	and 1.1.3	
Small business support	2.1.1 and 2.1.5	The matter captured in the Plan.
Street lighting – light up dark pockets	1.2.1 and 1.2.5	The matter captured in the Plan.
across the City		·
Street trees	3.3.2	The matter captured in the Plan.
Tourism – promote our heritage and grow	1.4.3 and 2.4.2	The matter captured in the Plan.
tourism		'
Transport – bus service gaps, such as	1.3.5	The matter captured in the Plan.
markets, tip shop, RFDS, art galleries.		'
More bus transport options required		
Youth – education and support	2.2.3, 2.2.4,	The matter captured in the Plan.
· · · · · · · · · · · · · · · · · · ·	2.2.5 and 1.1.6	
Mandana day 44 May 2000 Cayda Taradia a		I
Wednesday, 11 May 2022 - South Trading	Post	
What the community told us	CSP Strategy	Comments
Arts and heritage – should be visible in the	1.4.4 and 1.4.5	The matter captured in the Plan.
main street		·
Banner poles – should have bespoke local	1.4.4 and 1.4.5	The matter captured in the Plan.
banners		·
Heritage – more focus on advice to	1.4.4, 1.4.5	The matter captured in the Plan.
community groups and individuals to	and 2.1.1	·
ensure heritage is maintained in the City		
Heritage and history – tell the story of	1.4.3 and 1.4.4	The matter captured in the Plan.
mining in a mining museum - importance of		'
Broken Hill's mining past, present and		
future		
Regeneration Area – to be valued and	3.2.3	The matter captured in the Plan.
measures in place to stop erosion		
Tourism- tell the complete story of Broken	1.4.3, 1.4.4	The matter captured in the Plan.
Hill. Create maps and have better signage.	and 1.4.5	The mater supraise in the Figure
Utilise the banner poles in Argent Street to	and min	
tell a uniquely Broken Hill story.		
ton a uniquely Broken run story.		
Thursday, 12 May 2022 – Westside Plaza		
What the community told us	CSP Strategy	Comments
Affordable regional travel – costs out of	1.3.5 and 2.1.3	The matter captured in the Plan.
reach for average resident		
Banner poles – light up	1.4.5	The matter captured in the Plan.
Bike tracks – family and visitors. Link	1.5.3, 1.6.2,	The matter captured in the Plan.
Broken Hill to Silverton by train	2.4.1, 2.4.3	The maker captured in the Flatt.
DIONELLI IIII TO OIIVEITOII DY ITAIII	and 2.4.4	
Celebration of history – visible in street		The matter captured in the Plan.
	1.4.3,1.4.4 and	The maker captured in the Plan.
sculptures, public art and murals	2.4.3	
(brochures) Chips Rafferty, June Bronhill,		
Pro-Hart		

Draft Community Strategic Plan – Public Exhibition Period – Engagement Feedback Note

Charities to become warm formation decide	101100	The method continued in the Dies
Charities to become more involved with homelessness	1.2.1, 1.2.3 and 1.6.1	The matter captured in the Plan.
Community Group meetings – revive of	4.1.2	The matter captured in the Plan.
structure needed – messaging needs to	7.1.2	The mater suptains in the Fiam.
change		
	2.4.2, 1.3.3	The metter centured in the Plan
Customer service across the City needs	2.4.2, 1.3.3	The matter captured in the Plan.
approving	0.4.0.4.0.0	The second secon
Customer service across the City needs	2.4.2, 1.3.3	The matter captured in the Plan.
improvement – can be perceived as rude		
Customer service – former Broken Hill	2.4.2	The matter captured in the Plan.
Proud programs for organisations and		
businesses to participate – whole of City		
approach – advertising, social media –		
whole of community buy in		
Domestic violence – public awareness	1.6.1, 1.1.1,	The matter captured in the Plan.
education campaign	1.2.1, 1.3.2,	·
	1.5.7, and	
	4.4.3	
Drug and alcohol rehabilitation services	1.5.7 and 1.6.3	The matter captured in the Plan.
needed		
Encourage education and skill development	1.3.6, 2.2.4,	The matter captured in the Plan.
to lead lives of achievement	2.2.5 and 2.2.2	The matter captured in the Ham.
	1.6.1, 1.3.2	The matter captured in the Plan.
Food bank – help support lower		The matter captured in the Plan.
socioeconomic residents	1.1.2 and 1.1.1	T
Footpaths – increase paving across City	1.5.3 and 1.5.4	The matter captured in the Plan.
Footpaths – upgrade to reduce risks of trips	1.5.3 and 1.5.4	The matter captured in the Plan.
and falls		
Imperial Lake – public access	1.5.3, 1.5.6	The matter captured in the Plan.
	and 3.3.2	
Lack of suitable housing – affordable rent	1.5.5	The matter captured in the Plan.
options		
Local newspaper needed – information	4.4.2	The matter captured in the Plan.
needed to community		·
Meeting place for First Nations people	1.4.2, 1.1.2	The matter captured in the Plan.
	and 1.1.4,	· '
More seating and more shaded areas	1.5.3, 3.3.2	The matter captured in the Plan.
More seating and more shaded areas	and 1.5.2	The mater suptains in the Fight.
Negative attitudes of residents – promote	1.1.1, 1.1.2	The matter captured in the Plan.
and encourage being proud residents	and 2.3.3	The matter captured in the Flan.
Phone and Internet connection – does not	New	Now strategy recommendations
	inew	New strategy recommendation:
meet community or business needs		2.1.6 Advocate for improved digital
		connectivity in and around the City to
		support community and business
		needs
Population growth – housing availability to	1.5.5	The matter captured in the Plan.
accommodate people moving to the City for		
employment		
Public seating and shaded areas –	1.5.3, 3.3.2	The matter captured in the Plan.
increased and upgraded	and 1.5.2	
Public Toilets Upgrade	1.5.3 and 1.5.2	The matter captured in the Plan.
Regeneration areas – protect from dirt bike	3.2.3 and 1.2.1	The matter captured in the Plan.
riders with infrastructure and policing		'
Street signs – missing and vandalised signs	1.5.3 and 3.3.3	The matter captured in the Plan.
Support increased business opportunities	Objective 2.1	The matter captured in the Plan.
Capport indicased business opportunities	and strategies	The maker captured in the Flan.
	and strategies	<u> </u>

Draft Community Strategic Plan – Public Exhibition Period – Engagement Feedback Note

Tourism – market the City	2.4.4	The matter captured in the Plan.	
Youth (5-13 years) nothing available to them – improve services and available activities. Ask what they what they want and get them involved.	1.1.6	The matter captured in the Plan.	
Friday, 13 May 2022 – Town Square			
What the community told us	CSP Strategy	Comments	
Alcohol and Drugs – how do we change the norms to reduce impacts? Education required.	1.2.1, 1.5.7 and 1.6.3	The matter captured in the Plan.	
Autism support – service gaps, extensive waiting lists for early intervention, NDIS support, funding – advocate for early intervention, encourage skilled professionals to the City – stop young families leaving City to seek services and support	1.6.3	The matter captured in the Plan.	
Built Environment – protection of heritage buildings and buildings of importance.	3.3.3 and 1.5.1	The matter captured in the Plan.	
Business development service – encourage industry and skilled trades to the City.	2.1.1, 2.1.2, 2.1.5, 2.2.1, 2.2.3 and 2.3.3	The matter captured in the Plan.	
Clean up the City – former programs such as work for the dole.	Objective 3.3	The matter captured in the Plan.	
Community education across all matters.	4.1.2, 4.4.2 and 4.4.3	The matter captured in the Plan.	
Connection between industry and education to work towards workforce retention.	2.2.3, 2.2.4 and 2.2.5	The matter captured in the Plan.	
Cultural Precinct important – looking forward to new Library.	1.4.4 and 1.5.3	The matter captured in the Plan.	
Encourage new residents and new businesses to come to the City.	2.3.1		
Entry to the City from Airport (Bonanza Street) not attractive for arriving visitors. Clean up and place mural on Alma Oval grandstand facing Bonanza Street. Dead trees line Pro Hart Way.	1.4.4, 3.3.2 and 3.3.3		
Filming – promotion	2.4.4		
History – identify wasted opportunities – tell the story.	NEW -	New strategy recommended: 1.4.6 Promote the importance and maintenance of the heritage and history of the City through initiatives that will increase heritage value locally, nationally and internationally	
History – tell the story. Make it visible and inform the community of its history – Argent Street cross (light up and have the story placed on site – Charity to support).	1.4.3	New strategy developed	
Infrastructure – Airport upgrades, Roads - place a greater important and budget towards roads.	1.5.3	The matter captured in the Plan.	
Lack of medical specialist and allied health services to meet community needs.	1.6.3	The matter captured in the Plan.	

Realistic messaging around entrenched norms – alcohol, domestic violence	1.5.7, 1.6.1, 1.6.4, 1.1.1, 1.2.1, 1.3.2 and 4.4.3	The matter captured in the Plan.
Regeneration Area (Brown Street) noxious weeds program, trees not native and are taking over – fencing maintenance. Manage for future generations.	3.2.3	The matter captured in the Plan.
Safe environments for young people.	1.5.6, 1.5.7 and 1.2.1	The matter captured in the Plan.
Services – community legal, child contact centre, community accessible professionals.	1.6.1, 1.6.5, 1.5.7 and 1.1.3	The matter captured in the Plan.
Skills development – skills shortage, particularly in the auto industry. How can this be promoted and encouraged?	2.1.1, 2.2.1, 2.2.3 and 2.1.5	The matter captured in the Plan.
Sport – competitions at night to increase participation and assist in providing young people with activities.	1.6.2 and 1.5.6	The matter captured in the Plan.
Sport – encourage increase of participation and inclusiveness for NDIS recipients.	1.6.2 and 1.5.6	Amend Strategy 1.5.6 to include "inclusive" facilities Seek opportunities for vibrant spaces and inclusive facilities to increase access to active and passive recreational facilities
Sport – multi sport facilities and collaboration.	1.3.7, 1.5.6 and 1.3.8	The matter captured in the Plan.
Sport and recreation – Far West regional plan (Office of Sport) – develop competitions and encourage participation.	1.3.7, 1.5.6, 1.6.2 and 1.3.8	The matter captured in the Plan.
Steam train to Silverton	2.4.3, 2.4.1 and 2.4.4	The matter captured in the Plan.
Tower lights at ovals	1.5.3	The matter captured in the Plan.
Transport to sport and recreation.	1.3.5	The matter captured in the Plan.
Volunteering program – empowering young people.	1.1.5	The matter captured in the Plan.
Volunteers – recognition of neighbourhood volunteers (where the aged and people living with disability are assisted in keeping their footpaths tidy by neighbours). How are these volunteers recognised in the awards program?	1.1.5	The matter captured in the Plan.
Youth facilities – BMX track; Go Kart track.	1.5.6	The matter captured in the Plan.
Social Media Posts		
What the community told us	CSP Strategy	Comments
Community Officer "vibe officer" to work with business and bridge communication between Council and business. Work with people with vacant land, vacant houses. Work towards greater good of the town with support and backup of the community.	4.1.1, 2.1.1 and 2.1.5	The matter captured in the Plan.

He	ritage – greater importance required.	Objective 1.4 and strategies. New strategy recommended	New strategy recommended: 1.4.6 Promote the importance and maintenance of the heritage and history of the City through initiatives that will increase heritage value
Dis for in for lac lov ed Aw wit	m and art industries – promote and grow sability – services, awareness, support families, support to retain families living the City. Improvement of living standards those people living with barriers. City ks inclusiveness for those who have ed ones with disabilities, poor quality ucation options and respite services. Vareness for support for people who live h developmental disabilities and mmunication barriers within the mmunity. Lack of focus on the barriers	2.4.4 1.6.3	locally, nationally and internationally. The matter captured in the Plan. Amend strategy 1.6.3 to include "disability services and support" 1.6.3 Provide quality health, medical and allied services to meet community need, particularly disability services and support, 24-hour medical services, paediatric and other specialist services, mental health support services, allied health and rehabilitation services.
pe su Th	ople with disability live with. Lack of opport and services in the community. is lack of support and services drives nilies to relocate to other areas.		and renaphilation services.
1.	Move the Charles Sturt memorial plaque from the Duke of Cornwall park to the CBD or the Art Gallery car park.	1.4.3 and New Strategy recommended 1.4.6	New strategy recommended: 1.4.6 Promote the importance and maintenance of the heritage and history of the City through initiatives
2.	Move the obelisk commemorating Charles Rasp pegging block 12 which is in Crystal Street at the Anzac Hall to the Town Square.	1.4.0	that will increase heritage value locally, nationally and internationally
3.	Put a mural scene of a miner or a mining scene on the north wall of the Art Gallery.		
4.	Put signage on the ruins of the BHP mill ruins.		
5.	Put signage for the BHP chimney remains		
6.	Put a sculpture of an old-time miner next to the Art Gallery and put tables and chairs there permanently.		
7.	Put birthplace of BHP on the flags on the new poles in the CBD.		
8.	Put the conservation centre in Crystal Street full of Broken Hill's mining history and ran by the West Darling Preservation Society on your mud map and take more interest in it. It's a shame Broken Hill is the first heritage city and we haven't got a full-time heritage adviser.		

Public Exhibition – Written Submissions (attached)							
What the community told us	What the community told us CSP Strategy Comments/Recommendation						
I would like to suggest some additions to the Draft Community Strategic plan. West Darling Arts is supported by Broken Hill City Council to provide services in arts and culture to the city and community and it would be great to see the inclusion, not only of us as an organisation, but also a greater recognition of arts and culture to the health and wellbeing of community as well as its importance to the economy of the city, particularly tourism. The arts are also essential to the "liveability" of any place, and particularly one that prides itself on its creative soul. In Objective 1.6 regarding health and wellbeing, I would suggest adding the importance providing opportunity to engage with arts and culture for health and wellbeing - the links between these are well proven to be beneficial to both mental and physical health. Also, West Darling Arts is actively engaged with the events and festivals, including putting on next year's Gawler Laneway Festival, I would love to see our inclusion into "Who will play a part". In regard to Diverse Economy, West Darling Arts plays a part in promoting Broken Hill and the Far West as an arts and culture destination through our culture maps (both printed and online), a very active social media, newsletters and projects and I would again love to see our inclusion into "Who will play a part".	New strategy recommended - 1.6.6	Include Art and Cultural organisations in the listing of partnerships of "Who will play a role" Page 21 Include Art and Cultural organisations in the list of partnerships of "Who will play a role" — Page 26 New Strategy recommended: 1.6.6 Create opportunities for people to participate in cultural, creative and artistic programs, and experience the natural environment to enhance health and wellbeing.					
Submission No. 2 My interests are in tourism and how tourism can leverage Broken Hill's mining history, its heritage and recognition of historical assets, and innovations in science, technology, engineering and maths (STEM), and how Broken Hill can leverage its mining and heritage to move ahead into a space industry economy,	2.1.5, 2.4.1 and 2.4.3 New Strategy recommended 1.4.6	New strategy recommended: 1.4.6 Promote the importance and maintenance of the heritage and history of the City through initiatives that will increase heritage value locally, nationally and internationally. Science, technology, engineering and maths (STEM) - covered under Strategy 2.1.5 Encourage innovation in business and industry					
and also, how the city's youth, disability sector and our First Nations aboriginal people can be actively drawn and warmly welcomed into the economic sector.	1.1.6, 2.2.2 and 2.4.5	The matter captured in the Plan.					

I've been writing to Broken Hill City Council for 10 years about implementing dark sky policies and protections for the natural dark sky asset we exploit, which is at the heart of the experience offered by our award-winning tourism attraction. There is no mention of any dark sky policies or protections to allow us to have assurance that our investment, which benefits our city and region, will be secure in decades to come. There is so progress that I know of specifically that progresses my aspirations, though I do note, with thanks, some street lighting has improved and we are consulted about some city lighting works. It's a small step only and much more needs to be done.	2.1.1, 2.1.5, 2.4.1, 2.4.2 and 3.2.1 (amendment recommended)	The matter captured in the Plan. Amend strategy 3.2.1 to include "and accessibility to the night sky" 3.2.1 Recognise and communicate the fragility of the natural environment and insist on its respectful use and the protection and restoration of local biodiversity, lands and accessibility to the night sky
If we are to have an "innovative and sustainable economy", that is "resilient and adaptable to change", we need to at least have a fair playing field to be able to compete with the rest of the State of NSW and the nation of Australia, and Broken Hill urgently requires the following improvements (which have been in dire need since the 1990s)- o reliable telecommunications services provided by all carriers who supply retail smartphone consumers o fast reliable broadband o affordable power and water o available, skilled labour o affordable and efficient freight services o affordable access by road, rail and air	(New strategy recommended 2.1.6) 1.2.4, 1.2.5, 2.2.1, 2.2.5 and 2.1. 1.5.3 and 3.3.2	New Strategy recommended: 2.1.6 Advocate for improved digital connectivity in and around the City to support community and business needs The matters captured in the Plan.
In the future, I would hope that highway access routes into the city of Broken Hill are beautified, functional, clean and far more pleasant than they currently are specifically noting that the Round Hill rest stop is unsuitable for any safe human recharge, particularly after rainfall.	1.1.6, 2.2.2 and 2.4.5	The matter captured in the Plan.
In the future, the city's youth, disability sector and First Nations people must be welcomed into the local economy and strategies must be developed to mobilise this underutilised resource.	2.1.1 and 2.1.5	The matter captured in the Plan.
There is absolutely nothing in this document that tells me how we are going to adapt to rapid social and technological change in the future.	New strategy recommended 2.1.6	The matter captured in the Plan. New Strategy recommended: 2.1.6 Advocate for improved digital connectivity in and around the City to support community and business needs

Submission No. 3 Airport: Living under airplane routes and runways destroy quality of life (peace & quiet). Larger aircraft landing and flying over the city requires consideration to	the Plan.
mitigating solutions. (e.g., a railway heritage restoration for commuting people into the city could elevate distress from larger aircraft or increased frequency of flights over the city?)	
Environmental Statement (page 4): Housing and income protection & new opportunities to retain and preserve social capital (1.5.5 Objective) in the arts and for artists in particular (please refer to the Broken Hill Art Exchange Residency as a local arts initiative with far reaching significance) Include Art and Cultural organisations in the listing partnerships of "Who with Page 21"	ing of
Objective 1.4 1.4.4. include wording referencing both the built, industrial, movable and natural heritage with reference to the inclusion of inheritance past and future. The matter captured in the inclusion of inheritance past and future.	the Plan.
2.1.2 Industrial land also enabling specialised 'social' industry clusters perhaps? Often art and cultural is overlooked because it is invisibly absorbed under the heading of tourism or other sectors due to its wide application throughout all areas of society. 2.1.2 The matter captured in tindustry clusters exclude statement.	
2.1.4 The idea is to increase economic activity for the retention of residents, is this inclusive of satisfying the needs of current residents together with attracting and retaining new residents & population growth.	the Plan.
2.2.5 Encourage the exploration of new and diverse models by enabling research & development & allowing partners (remembering that local groups also have significant partnerships to maintain) access to their voice/s. e.g., Exploration of Eco Village models, alternative housing models / the applied art of architecture in both theory & practice. 2.2.5 The matter captured in the list of the partnerships of "Who with local groups also have significant partnerships to maintain) access to their voice/s. e.g., Exploration of Eco Village models, alternative housing models / the applied art of architecture in both theory & practice.	l of
2.3.2 Exploit and Increase International linkages, either historical from what once existed or exists today 2.3.2 The matter captured in the following states are captured in the captured in the following states are captured in the following states are captured in the following states are captured in the c	the Plan.

2.4.1 / 2.4 /2.4.6 Include Art and Culture as its own sector as much as for its contribution to other sectors for example in tourism. (The Sculpture Symposium at the Living Desert is as much an art & cultural initiative as a tourism site)	Objective 2.4 and its strategies	Include Art and Cultural organisations in the list of partnerships of "Who will play a role" – Page 26
3.1.4 Support for the exploration of new technologies and their applications to environmental sustainability i.e., Broken Hill Art Exchange and the Environmental Research Initiative for Art (ERIA/UNSW) & Landcare developmental project	3.2.3	The matter captured in the Plan.
3.2.3 "for the benefit of the city" as well as its citizens & natural flora and fauna 3.3.5 The notion of 'Beauty' has a specificity particular to the practice of art and the arts engage on such matters 1. to fuel Ethical Environmental choices by being an adaptive and resourceful community and equity for all	Objective 3.3 and its strategies	The matter captured in the Plan.
4.4 Archiving and keeping a record of the changes impacting the city and its history in the making. In regards to communication the diverse pockets of advertising outlets (local radio, newspaper, social media) make it expensive to promote and hinders the dissemination of information throughout the community. There needs to be a free community newspaper. Create spaces that allow access for alternative voices to be heard and that allows new projects by experimental and new voices external to the city to share the city's platform. Afterall, Broken Hill is part of an international community by rote of global trade & the mining industry. - Engagement with past citizens of the city and their achievements to celebrate them and also to question why they left or what would bring them back? St the same time often only Council led initiatives are recorded and archived and more need to be done to support, applaud and preserve the history of organisations (especially while they exist in living memory) such as the Family History Society, Willyama Society, Machinery Preservation Group, the Barrier Field Naturalists, the Potters, the Broken Hill Art Exchange Incorporated and the list goes on a long way.	Objective 4.4 and its strategies	The matter captured in the Plan.
Does the city have the capacity to critically question the 'Line of Lode' as part of a	4.1.2	The matter captured in the Plan.

landscape of power or the conservation and preservation of rainforests in all its forms, even a mineral rainforest?		
Has the addition of a local food growing industry, bush crafts or disaster planning been mentioned anywhere?	1.2.2, 2.1.1, 2.1.5, 4.1.3	The matter captured in the Plan.
Was there mention of increased educational opportunities, particularly in areas such as art, politics, geology, land & water management and cultural criticism. Also, with regards to the economy and climate change, stimulating a nighttime economy particularly in summer would be an idea.	2.2.4 and 2.2.5	The matter captured in the Plan.
All Council building should offset the cost of electricity, with shared to local businesses and residents as well as demonstrate water conservation by adopting new method toilet systems and allowing grey water initiatives etc. All references to public and private space also includes that which is beyond physical, pertaining to the 'ideological' (spiritual & intellectual spaces). Sometimes visual enactments are more communicative and informative than written words and documents.	Objective 3.1 and its strategies	The matter captured in the Plan.
Submission No. 4 Page 8 The City of Broken Hill Addition: "The Regeneration Area is one of the earliest ecological regeneration works globally".	1.4.3 and 3.2.3 (recommend strategy amendments)	Amend strategy 1.4.3 to include global reference and the criteria which resulted in the City's National heritage listing.
Page 20 Amendment: 1.4.3 "Ensure our residents and visitors are aware of the importance of Broken Hill in global and Australian history in establishing the National Trust-listed Regeneration Area and as Australia's first city on the National Heritage List		1.4.3 Ensure our residents and visitors are aware of the importance of Broken Hill in Australian and global history and in particular that the criteria which resulted in the City being listed as Australia's first City on the National Heritage List, is widely known and valued
Page 30 • Addition of Essential Energy to list of "Who will play a part?" [It is essential that the large volumes of tree waste be used to increase soil carbon levels; mulch bare areas of streets, roadsides, parks, and disused lands; prevent loss of embedded carbon back to the atmosphere (as methane or CO2); and cool the city. Essential Energy has begun this work with BHCI, Landcare and volunteers around the city. It is to be hoped that Broken Hill Council will look to re-		Amend Strategy 3.2.3 to include "and in accordance with the National heritage listing" 3.2.3 Protect, rehabilitate and enhance regeneration areas and commons for the benefit of the City and in accordance with the National heritage listing

purpose plant waste collected from parks and other spaces, rather than dump and waste this resource].		Include Utility organisations in the lis of partnerships of "Who will play a role" – Page 30		
Landcare Media Release: The National Heritage List reference should be expanded to include the recognition of the unique natural values that were highlighted in the	3.2.3 and 3.2.2	Amend Strategy 3.2.3 to include "and in accordance with the National heritage listing"		
National listing.		3.2.3Protect, rehabilitate and enhance regeneration areas and		
Landcare: Include adaption measures for climate change and prioritise climate adaption measures as a priority		commons for the benefit of the City and in accordance with the National heritage listing		
Public Exhibition – Verbal Submission	I .	Themage neurig		
What the community told us	CSP Strategy	Comments/Recommendation		
Trades Hall representative. Nomination for UNESCO status (World Heritage Listing) Broken Hill Trade Hall and trades union movement. Ensure provision in the City's plans capture the significance and international opportunities of such a listing.	Objective 1.4 Our history, culture and diversity are embraced and celebrated	New strategy required. 1.4.6 Promote the importance and maintenance of the heritage and history of the City through initiatives that will increase heritage value, locally, nationally and internationally		



Dear BHCC GM and staff

Firstly I would like to commend everyone for their work on this important document. Well done to everyone involved - it has obviously taken considerable time, thought, and many conversations.

I would like to suggest some additions to the Draft Community Strategic plan. West Darling Arts is supported by Broken Hill City Council to provide services in arts and culture to the city and community and it would be great to see the inclusion, not only of us as an organisation, but also a greater recognition of arts and culture to the health and well being of community as well as its importance to the economy of the city, particularly tourism. The arts are also essential to the "livability" of any place, and particularly one that prides itself on its creative soul.

In Objective 1.6 regarding health and wellbeing, I would suggest adding the importance providing opportunity to engage with arts and culture for health and wellbeing - the links between these are well proven to be beneficial to both mental and physical health.

Also, West Darling Arts is actively engaged with the events and festivals, including putting on next year's Gawler Laneway Festival, I would love to see our inclusion into "Who will play a part".

In regards to Diverse Economy, West Darling Arts plays a part in promoting Broken Hill and the Far West as an arts and culture destination through our culture maps (both printed and online), a very active social media, newsletters and projects and I would again love to see our inclusion into "Who will play a part".

Please contact me if you would like to discuss any of the above or if you would like further information





Broken Hill City Council
PO Box 448
BROKEN HILL NSW 2880

Sent by email council@brokenhill.nsw.gov.au

Dear Mr Nankivell

Feedback - Draft Community Strategic Plan, Your Broken Hill 2040

There is too much repetition of ideas and objectives compared to the 2017 document. Here are the objectives that are the same or similar:

- 5 out of 6 in the Community section
- · 2 out of 4 in the Economy section
- 3 out of 3 in the Environment section
- 4 out of 4 in the Leadership section

"Insanity is doing the same thing over and over and expecting different results"

(Albert Einstein).











Space Tourism, STEM

My interests are in tourism and how tourism can leverage Broken Hill's mining history, its heritage and recognition of historical assets, and innovations in science, technology, engineering and maths (STEM), and how Broken Hill can leverage its mining and heritage to move ahead into a space industry economy, and also how the city's youth, disability sector and our First Nations aboriginal people can be actively drawn and warmly welcomed into the economic sector.

I've been writing to Broken Hill City Council for 10 years about implementing dark sky policies and protections for the natural dark sky asset we exploit, which is at the heart of the experience offered by our award-winning tourism attraction.

There is no mention of any dark sky policies or protections to allow us to have assurance that our investment, which benefits our city and region, will be secure in decades to come.

There is so progress that I know of specifically that progresses my aspirations, though I do note, with thanks, some street lighting has improved and we are consulted about some city lighting works. It's a small step only and much more needs to be done.

Past Strategies Are Not Working

Generally, there is a lack of significant change in substance between this draft and its 2017 predecessor document.

Many people may argue "if it isn't broken, don't fix it".

However, clearly, past strategies are not working.

In respect of the local economy, a quick comparison of the city snapshot shows these serious changes in our city against a backdrop of an otherwise healthy and booming state and regional economy during just a few years:

GRP ↓ 7.5%

Population

4.5%

The document is full of hollow words.

It commits to nothing.

It is fully uninspiring, and drab, old hat.

It is a minimalistic document.

I doubt it meets requirements of the IPR Guidelines.

There is no accountability for delivering any strategy, despite the IPR guidelines clearly stating that "an explanation of who is responsible for delivering each strategy" forms part of the basic structure of a Community Strategic Plan.

It is impossible link strategies and objectives.

It is impossible to link objectives to outcomes and measures are so vague and non-transparent, catch-all type descriptors (eg "data collection").

I've been in various community feedback sessions and I know the passion and interest in our community.

However, this document fails to articulate any community feedback in exciting, achievable, focused strategies and objective and measures – if one stretches the mind to imagine what the document was intended to suggest.

This document fails to address the economy and its serious situation.

If the community failed to provide feedback about the economy during 12 focused workshops, five pop-up listening posts, two online surveys and individual interviews, then authors of this plan should have reached out to business people for insight, particularly in the so-called traditional areas of mining art and tourism but also in the so-called new industries - technology and renewable energies

Had I known about the community engagement sessions in a timely manner, and had I been able to attend, my feedback as follows would have been provided:

 if we are to have an "innovative and sustainable economy", that is "resilient and adaptable to change", we need to at least have a fair playing field to be able to compete with the rest of the State of NSW and the nation of Australia, and Broken Hill urgently requires the following improvements (which have been in dire need since the 1990s)-

- reliable telecommunications services provided by all carriers who supply retail smartphone consumers
- o fast reliable broadband
- o affordable power and water
- o available, skilled labour
- o affordable and efficient freight services
- o affordable access by road, rail and air
- in the future, I would hope that highway access routes into the city of Broken Hill are beautified, functional, clean and far more pleasant than they currently are, specifically noting that the Round Hill rest stop is unsuitable for any safe human recharge, particularly after rainfall
- in the future, the city's youth, disability sector and First Nations people must be welcomed into the local economy and strategies must be developed to mobilise this underutilised resource

Regarding my claim of hollow words

Rather than 39 pages of pointless jibber jabber, although a welcome shrinkage from 2017's 52-pager, perhaps in future put out a readable, quality and meaningful document with far less pages.

Everyone knows that there is a "global environment that is marked by rapid social and technological change", page 23, but why bother mentioning this when there is no follow-through?

There is absolutely nothing in this document that tells me how we are going to adapt to rapid social and technological change in the future.

Also, the persons who will play a part in creating this diverse economy in Broken Hill, that is resilient and adaptable to change, <u>are mostly government departments or bureaucrats</u>, page 26.

This is completely unrealistic.

is mentioned as a role playing organisation, however, as a business owner, my experience is it is another flop, it doesn't communicate with business and no

Page 4 of 6

one really knows about it. It is a fledgling organisation that wants to start but no one seems to know how to communicate with actual local businesses. It seems to me to be full of well intentioned, well meaning folks, but they haven't any experience in this sort of thing. This document seems to have been compiled by those types of persons too.

How will we know when we have got there, that is to the point where we can call the Broken Hill economy diverse and resilient and adaptable to change? Apart from three specific data collection points, TRA, RDA and GRP, the source of data for accountability is non-specific. How is it planned to measure the number of new start-ups, small and medium businesses? How is it planned to support businesses building capability and capacity to use new technology to realise opportunities?

These are the initiatives that will lead to a diverse economy but there is nothing of substance anywhere to specify what this means, who will deliver or what they will deliver. I'm particularly concerned that there is not one mention of the acronym STEM. Every other community in the country knows what it is – why is it such a mysterious omission? Not one mention, quite incredible.

Yet, the word community has 187 mentions in the 39 page document.

The word **innovation** has 3 mentions.

The word plan and its derivatives have 104 mentions in a 39 page document.

The word technology has 4 mentions.

On page 23 where the words "technology and renewable energies" were used, it should be highlighted that Broken Hill is missing out on the brain work. The real investment in technology is occurring out of town.

Also, a negligible workforce of just one or two persons per plant is in Broken Hill for technology and renewable energies in the maintenance department, and Broken Hill people are completely missing out on the transfer of knowledge. Is this really what we want to promise for the future of our young people?

Community engagement by council has been ineffective, insufficient, lacking passion, showing lacklustre and minimalist effort and has resulted in a pointless, hollow document. This document does not reflect what this community thinks at all.

It's also containing at least one dreadful choice of language which must be deleted or edited to something far more professional,

"Limit the detrimental health impacts of mining on the community", on page 30.

It begs the question why we have not attacked McDonalds or KFC for sales of unhealthy foods, or Harvey Norman's sales of TVs and the Broken Heel and Mundi Mundi festivals, pubs and clubs that make large revenue hauls through the sale of alcohol that contribute to unhealthy lifestyles and high impacts on health and NDIS services. Is the flourishing NDIS service provider outlook the best we can do for this town's economy (page 26), seriously?

All this provides a most disappointing insight into the writers of this document and where their biases lie, and how they are almost oblivious to the true source of regional investment that is decreasing. Clearly the huge extension of time for engagement with the community was a failure.

This document reflects a lazy, tick a box job for people in the office and I am offended by it. I hope it does got get published on the council website.

Regards



Public Submission



Submission date: 31 May 2022, 12:03AM

Receipt number: PS-33
Related form version: 3

Please enter your email address if you would like to receive a copy of your submission:

Name of document

Details of submission

I am interested in the city being an example of livability and as an artist I am passionate about how art contributes to the health and wellbeing of humans as creative beings. Please accept the following comments as suggestions and thoughts pertaining to my impression of the 2040 Strategic Plan. This document contributes to Broken Hill's history in the making for 'Australia's Heritage City'.

Page 9: Snapshot – the inclusion of explanatory and contextual statements to convey the meaning and significance of the figures provided against state and National averages would communicate their significance to readers.

Airport: Living under airplane routes and runways destroy quality of life (peace & quiet). Larger aircraft landing and flying over the city requires consideration to mitigating solutions. (e.g., a railway heritage restoration for commuting people into the city could elevate distress from larger aircraft or increased frequency of flights over the city?) Environmental Statement (page 4): Housing and income protection & new opportunities to retain and preserve social capital (1.5.5 Objective) in the arts and for artists in particular (please refer to the Broken Hill Art Exchange Residency as a local arts initiative with far reaching significance)

Objective 1.4

- -1.4.4. include wording referencing both the built, industrial, movable and natural heritage with reference to the inclusion of inheritance past and future.
- 2.1.2 Industrial land also enabling specialised 'social' industry clusters perhaps? Often art and cultural is overlooked because it is invisibly absorbed under the

1 of 4

heading of tourism or other sectors due to its wide application throughout all areas of society.

2.1.4 The idea is to increase economic activity for the retention of residents, is this inclusive of satisfying the needs of current residents together with attracting and retaining new residents & population growth.

2.2.5 Encourage the exploration of new and diverse models by enabling research & development & allowing partners (remembering that local groups also have significant partnerships to maintain) access to their voice/s. e.g., Exploration of Eco Village models, alternative housing models / the applied art of architecture in both theory & practice.

2.3.2 Exploit and Increase International linkages, either historical from what once existed or exists today 2.4.1 / 2.4 /2.4.6 Include Art and Culture as its own sector as much as for its contribution to other sectors for example in tourism. (The Sculpture Symposium at the Living Desert is as much an art & cultural initiative as a tourism site) Page 26: 'fit for purpose housing' The Broken Hill Art Exchange is addressing this in the arts sector and requires Council to support its initiative for an artist residency of 21 years.

3.1.4 Support for the exploration of new technologies and their applications to environmental sustainability i.e., Broken Hill Art Exchange and the Environmental Research Initiative for Art (ERIA/UNSW) & Landcare developmental project Page 29 The growth of tourism depends on local residents supplying and maintaining resources and products. Citizens should be compensated and rewarded and Council could provide greater support for the community to better perform (local public holiday, free or concession access passes to events, such as the yearly pass to the Living Desert tourism sites, or rate rebates etc.). There are examples of this overseas.

3.2.3 "...for the benefit of the city" as well as its citizens & natural flora and fauna $\,$

3.3.5 The notion of 'Beauty' has a specificity particular to the practice of art and the arts engage on such matters
1. to fuel Ethical Environmental choices by being an adaptive and resourceful community and equity for all
PAGE 30 Landscape: Measuring global and international engagement with regards to seeking best practices or partnerships will also measure if we are getting there. The

2 of 4

inference is to engage sectors locally, regionally and internationally to partner and support the city and for the city to enable its use as a platform for others to speak.

4.4 Archiving and keeping a record of the changes impacting the city and its history in the making. In regards to communication the diverse pockets of advertising outlets (local radio, newspaper, social media) make it expensive to promote and hinders the dissemination of information throughout the community. There needs to be a free community newspaper.

Create spaces that allow access for alternative voices to be heard and that allows new projects by experimental and new voices external to the city to share the city's platform.

Afterall, Broken Hill is part of an international community by rote of global trade & the mining industry.

- Engagement with past citizens of the city and their achievements to celebrate them and also to question why they left or what would bring them back? St the same time often only Council led initiatives are recorded and archived and more need to be done to support, applaud and preserve the history of organisations (especially while they exist in living memory) such as the Family History Society, Willyama Society, Machinery Preservation Group, the Barrier Field Naturalists, the Potters, the Broken Hill Art Exchange Incorporated and the list goes on a long way.

Does the city have the capacity to critically question the 'Line of Lode' as part of a landscape of power or the conservation and preservation of rainforests in all its forms, even a mineral rainforest?

Has the addition of a local food growing industry, bush crafts or disaster planning been mentioned anywhere?

Being ever mindful of the use of positive and inclusive language (rather than judgements like 'good' & 'suitable' which leads one to ask by whose standards is this to be measured?) within the document.

Was there mention of increased educational opportunities, particularly in areas such as art, politics, geology, land & water management and cultural criticism. Also, with regards to the economy and climate change, stimulating a night time economy particularly in summer would be an idea.

All Council building should offset the cost of electricity, with shared to local businesses and residents as well as demonstrate water conservation by adopting new method toilet systems and allowing grey water initiatives etc. All

3 of 4

	references to public and private space also includes that which is beyond physical, pertaining to the 'ideological'
	(spiritual & intellectual spaces). Sometimes visual
	enactments are more communicative and informative than
	written words and documents.
Supporting documents/files if relevant	
Signed:	
	_
	_

Subject:

Submission to Broken Hill Community Strategic Plan 2040

Page 8 The City of Broken Hill

Addition: "The Regeneration Area is one of the earliest ecological regeneration works globally".

Page 20 Amendment: 1.4.3 "Ensure our residents and visitors are aware of the importance of Broken Hill in global and Australian history in establishing the National Trust-listed Regeneration Area and as Australia's first city on the National Heritage List

Page 30

- Addition of Essential Energy to list of "Who will play a part?"

[It is essential that the large volumes of tree waste be used to increase soil carbon levels; mulch bare areas of streets, roadsides, parks, and disused lands; prevent loss of embedded carbon back to the atmosphere (as methane or CO2); and cool the city. Essential Energy has begun this work with BHCl, Landcare and volunteers around the city. It is to be hoped that Broken Hill Council will look to re-purpose plant waste collected from parks and other spaces, rather than dump and waste this resource].

Our Environment

Objective 3.1 Our environmental footprint is minimised

Sent from Mail for Windows

POLICY AND GENERAL COMMITTEE

June 2, 2022

ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 141/22

SUBJECT: ADOPTION OF THE DISABILITY INCLUSION ACTION PLAN 2022-2026 D22/21721

Recommendation

- 1. That Broken Hill City Council Report No. 141/22 dated June 2, 2022, be received.
- That Council notes that as per Minute Number 46817, the Draft Disability Inclusion
 Action Plan 2022-2026 was placed on public exhibition for a 28-day period concluding 31
 May 2022 during which time Council received nil submissions from members of the
 public.
- 3. That Council adopts the Draft Disability Inclusion Action Plan 2022-2026 as a Strategic Plan of Council.

Executive Summary:

The NSW Disability Inclusion Act (2014) aims to achieve the goal of ensuring people with disability achieve full inclusion in community life. Under the Act, the NSW Government required all councils to implement a Disability Inclusion Action Plan (DIAP) by July 2017. Council's Disability Inclusion Action Plan 2017-2021 was developed according to legislative requirements described in this Act and adopted by Council at its 28 June 2017 Council meeting.

The strategies within the DIAP sought 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 and to participate fully in the community.

The DIAP sits within the Community Strategic Plan. Links between DIAP and the Community Strategic Plan, Delivery Program and Operational Plan will enable Council to track where we are up to in putting the plan into action. Council will integrate DIAP into the Integrated Planning and Reporting Framework, where measures will be reported upon every six months in progress reports to the community and via Council's Annual Report.

In May 2021, Council received correspondence from the Minister for Disability Services, The Hon Gareth Ward MP advising that the publication of Council's new Disability Inclusion Action Plans were due July 2021, however due to the impact of COVID-19 and natural disasters had been extended to July 2022.

The Draft Disability Inclusion Action Plan 2022-2026 was presented to the Ordinary Council Meeting held 27 April 2022 and Council resolved (Minute Number 46817) to place the Draft Plan on public exhibition for a 28-day period during which time Council would accept submissions from the public.

As per Council's resolution the Draft Disability Inclusion Action Plan 2022-2026 was placed on public exhibition commencing 4 May 2022 and concluding on 31 May 2022 during which time Council received nil submissions from the public.

During the exhibition period, the draft Plan was also circulated via email to Disability Inclusion Action Plan monitoring group members, support organisations and people with disability or a carer of a person with disability, seeking feedback to the Plan.

This report is presented to Council following the public exhibition period, for Council to consider adoption of the Draft Disability Inclusion Action Plan 2022-2026 as a Strategic Plan of Council.

Report:

Development of new Disability Inclusion Action Plan 2022 – 2026

In 2019, Council sought the services of a suitably experienced consultant to develop a new Disability Inclusion Action Plan, which was due to be revised and adopted from 1 July 2021. Date now revised to be 1 July 2022.

Jenny Bray Consulting was engaged. Jenny already had familiarity with the disability sector in Broken Hill, from working in the City previously and having developed Council's first DIAP, in a consultative and inclusive approach with Council staff. This enabled the engagement strategy to be enacted quite rapidly.

The NSW Disability Inclusion Act 2014 requires Action Plans to:

- address the Disability Inclusion Act's principles
- include specific strategies to support people with disability
- describe how people with disability were consulted
- describe how the plan supports the NSW Disability Inclusion Plan
- be made available to the public
- be reviewed in consultation with people with disability every four years
- include progress reports published annually in Council's Annual Report.

The Disability Inclusion Action Plan must specifically address four key focus areas:

- Developing positive community attitudes and behaviours
- Creating liveable communities
- Supporting access to meaningful employment
- Improving access to services through better systems and processes

How Council Consulted

Council consulted with the community and people living with disabilities, their families and other significant people. Consultations explored what was important to them, what isn't working for disability inclusion and how Council could improve inclusion. Consultation methods, included:

- An online survey
- Hard copy survey
- Easy read survey (hard copy)
- Community consultation session
- Focus interviews with NDIS service providers
- Internal consultations with Council staff

Council advertised through a range of media, including:

- Online via our website and social media (Facebook)
- In newspapers (Barrier Truth)

• Via our networks and events (including the DIAP Monitoring Group, service providers and health and education services)

- Surveys were distributed to the Library, YMCA, Council's Administrative Centre and local disability service providers distributed surveys to NDIS participants
- Existing distribution lists including through the eNews distribution list A total of 20 people completed the online survey. Five survey respondents (5 or 25%) identified as being a person with disability; seven (7 or 35%) identified as a parent or care giver of a child or children with a disability (aged under 17); three (3 or 15%) identified as a parent of an adult child with a disability; and five (or 25%) identified as working in the sector supporting people with disability.

A total of six easy read surveys were received. People completing these said they like going shopping, using parks and gardens, and all said they use the Library. Three out of four said they needed help filling in forms and need writing to be easy to read. Two out of four said they would like people to be more friendly to them.

Ten people attended the community consultation, including four family members (parents or siblings) of people with disability. Six other participants were service providers supporting people with disability.

A further 20 one-on-one interviews were conducted by the consultant including five parents / family members of persons with disability (25%), ten (10 or 50%) who work in the sector supporting people with disability, four (4 or 20%) people with disability and a community member (cab driver).

The results of the consultations were shared with all departments of Council. Strategies for the Disability Inclusion Action Plan are based directly on the comments, suggestions and feedback given via the consultations, surveys and interviews.

The consultant progressively provided resources and links throughout the project, for ongoing use by Council staff.

Disability Inclusion Action Plan Monitoring Group

Council will monitor the implementation of the Disability Inclusion Acton Plan via six monthly compliance progress reporting and feedback from the Disability Inclusion Plan Monitoring Group.

The draft Disability Inclusion Action Plan was endorsed by Council for public exhibition at Council's Ordinary Meeting held the 27 April 2022 (Minute Number 46817). The draft Plan was placed on public exhibition for a 28-day period commencing 4 May 2022 and concluding 31 May 2022, during which time Council received nil submissions from members of the public.

This report is presented to Council following the public exhibition period, for Council to consider adoption of the draft Disability Inclusion Action Plan as a Strategic Plan of Council.

Community Engagement:

The Draft Disability Inclusion Action Plan 2022-2026 was placed on public exhibition for a period of 28 days concluding 31 May 2022.

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:

Disability Inclusion Act (NSW) 2014
Disability Discrimination Act (Commonwealth) 1992
Local Government Act 1993
Integrated Planning and Report Framework

Financial Implications:

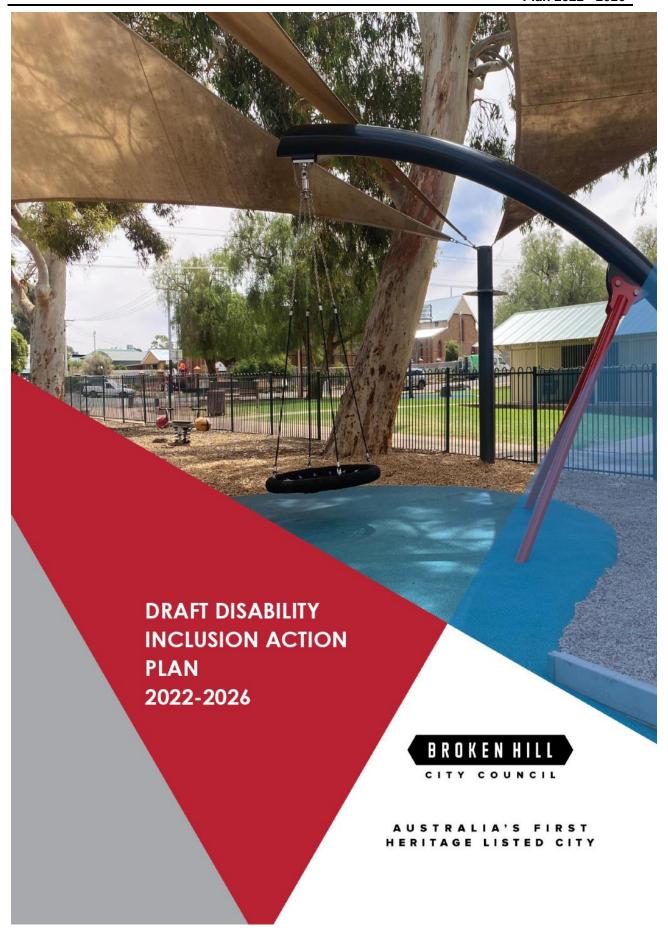
The implementation of the Disability Inclusion Action Plan 2022-2026 will be budgeted and included in the Delivery Program and one-year Operational Plans.

Attachments

1. U Draft Disability Inclusion Action Plan 2022 - 2026

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL GENERAL MANAGER





QUALITY CONTROL			
KEY DIRECTION	4. Our Leadership		_
OBJECTIVE	4.1 Openness and transp	arency in decision	making
STRATEGY	4.1.5 Support the organisation to operate within its legal framework		
FUNCTION	Leadership & Governance		
FILE REFERENCE NUMBER	16/82	EDRMS NUMBER	D22/20958
RESPONSIBLE OFFICER	Chief Corporate and Community Officer		
REVIEW DATE	2025		
DATE	ACTION MINUTE NUMBER		
April 2022	Document Developed		N/A
27 April 2022	Public Exhibition 46817		
	Adopted		
NOTES	Images sourced from Council's Image Library © Broken Hill City Council 2022		
ASSOCIATED DOCUMENTS	Draft Community Strategic Plan "Yo <i>ur Broken Hill 2040"</i> Draft Delivery Program 2022-2026 including Operational Plan 2022/2023		

To request Council's Disability Inclusion Action Plan in an alternate format please contact:

Customer Relations Broken Hill City Council 240 Blende Street PO Box 448 Broken Hill NSW 2880 Phone 08 8080 3300 council@brokenhill.nsw.gov.au

Draft Disability Inclusion Action Plan 2022-2026

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Focus Area 2: Liveable Communities
Focus Area 3: Systems and Processes
Focus Area 4: Employment
7. MONITORING AND EVALUATION

DOCUMENT PURPOSE

Broken Hill City Council's Disability Inclusion Action Plan 2022-2026 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.

ACKNOWLEDGEMENTS

Thank you to all the community members and staff who participated in engagement sessions and who filled in a survey. Your comments and ideas were very helpful.

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The Public Officer
Broken Hill City Council
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Phone 08 8080 3300
council@brokenhill.nsw.gov.au

Draft Disability Inclusion Action Plan 2022-2026

INTRODUCTION

MESSAGE FROM YOUR MAYOR

On behalf of the Broken Hill City Council, it is my honour to present the newly updated Disability Inclusion Action Plan (DIAP).

Council's DIAP sets out the vision of Broken Hill City Council, which is to engage people with disability, their families and supporters, to join with us to improve 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.

The Plan was developed in consultation with people with disabilities, and its strategies are based on the information and ideas they provided.

I believe Council has made significant advances in regard to disability inclusion, starting with the implementation of a new website that meets all Website Content Accessibility Guidelines.

Disability inclusion has also become a cornerstone of all project planning undertaken by Council, and that is perhaps best reflected in the recent upgrade of the toddler's area at Queen Elizabeth Park with fully accessible play equipment.

The most notable recent example of Council's commitment to disability inclusion is Council's Active Transport Plan.

The 10-year plan aims to carry out approximately \$14 million worth of footpath construction and repairs to ensure people of all abilities can travel between key services and facilities such as schools, aged care, health services, and retail centres.

Draft Disability Inclusion Action Plan 2022-2026



However, we know that our work is far from finished in the disability inclusion space, and we will continue working to make Broken Hill as inclusive and liveable as possible for people of all abilities.

Finally, I would like to thank the members of the Working Party and all the individuals and groups who support the ongoing evolution of this plan

Councillor Tom Kennedy MAYOR

Page 5 of 32

DEFINITIONS

INCLUSION

Inclusion means everyone participating in the places and activities of community life on an equal basis. ⁱ The Disability Inclusion Action Plan is about taking practical steps, based on the experiences and ideas of people with disability, to ensure inclusion in all aspects of community life in Broken Hill.

DISABILITY

The definition of 'disability' used in in this Action Plan comes from two laws, the:

- Disability Discrimination Act (Commonwealth) 1992, where the word 'disability' means: ⁱⁱ
 - 'The total or partial loss of the person's body or mental functions
 - The total or partial loss of a part of the body
 - The presence in the body of organisms causing disease or illness
 - The presence in the body of organisms capable of causing disease or illness
 - The malfunction, malformation or disfigurement of a part of the person's body
 - A disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction'
- Disability Inclusion Act (NSW) 2014, where the word 'disability' means: iii
 - long-term physical, psychiatric, intellectual or sensory impairment that, in interaction with various barriers, may hinder the person's full and effective participation in the community on an equal basis with others'

This second definition is very important because it says people's participation is affected by barriers created by society to the same extent as an impairment may. This is called the "social model of disability". Dr Alison Davis explains the social model when she says: iv

'If I lived in a society where being in a wheelchair was no more remarkable than wearing glasses, and if the community was completely accepting and accessible, my disability would be an inconvenience and not much more than that. It is society which handicaps me far more seriously and completely than the fact that I have spina bifida.'

(Shut Out: The Experience of People with Disabilities and their Families in Australia, 2009)

FOCUS AREAS

The Broken Hill Disability Inclusion Action Plan 2022-2026 is based on four Focus Areas. These Focus Areas came from the NSW Government, which asked people with disability what barriers affect their inclusion. People said these four areas need to be worked on in order to remove barriers to inclusion.

The four Focus Areas are:

- Attitudes and Behaviour
- Liveable Communities
- Systems and Processes
- Employment

Draft Disability Inclusion Action Plan 2022-2026

Page 6 of 32

EXECUTIVE SUMMARY

VISION FOR THE DOCUMENT

Broken Hill City Council's Disability Inclusion Action Plan 2022-2026 is a vision for an inclusive Broken Hill which is inclusive to people of all abilities and all ages.

PRINCIPLES

Council's Disability Inclusion Plan 2022-2026 is designed to enact the Principles of the New South Wales (NSW) Disability Inclusion Act 2014, which states that people who live with disability have the right to:

- respect for their worth and dignity as individuals
- participate in and contribute to social and economic life, and be supported to develop and enhance their skills and experience
- realise their full potential in all areas of life
- make decisions about their lives, and be supported in these if they want or need it
- privacy and confidentiality
- live free from neglect, abuse, and/or exploitation
- access information in a way that is appropriate for their disability and cultural background, and which enables them to make informed choices; and
- pursue complaints with the same ease as other members of the community

Council has a commitment to respect for the individual experience of people with disability, including their cultural diversity, age, gender, sexual orientation, and religious beliefs.

Council's Disability Inclusion Action Plan 2022-2026 recognises that interests and needs of people with disability will change throughout their lifetime. This Action Plan seeks to build inclusion across the lifecourse, for children, young adults, adults and seniors. Council recognises that needs of children, youth, women and men with disability are different and Council has sought to address each.

Council recognises the importance of families, carers, and other significant persons, and Council support these relationships through the provision of community spaces, events, programs, services and access to information connecting people to their community.

OVERVIEW

The following is an outline to tell you what is in this Disability Inclusion Action Plan.

1. The Business Case

The business case for supporting inclusion of people with disability explains why building inclusion will benefit the whole community socially and economically.

2. Links to Other Council Plans

This section describes how the Disability Inclusion Action Plan (DIAP) sits within broader Council Plans. By linking the Plans, we ensure that progress on the DIAP is reported back to the community.

3. Policy Context

This section explains the laws and policies that the DIAP must follow. Working together, these laws and policies will help to make Australia and Broken Hill more inclusive.

People of the Broken Hill Local Government Area

This section looks at how many people living in Broken Hill LGA may have a disability and would benefit from this Plan.

5. How Council Consulted

We explain how Council talked to the community and collected ideas that would make a practical difference to the lives of residents of and visitors to Broken Hill who may have a disability.

7. The Action Plan

This section lists the actions recommended to make the Broken Hill area easier for people with disability and their families and supporters to access and enjoy.

8. Monitoring and Reporting

This section explains how Council will check that our Plan is being achieved and how we will involve people with disability to help us check the Plan's effectiveness.

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1. THE BUSINESS CASE - BENEFITS OF INCLUSION

The NSW Disability Inclusion Action
Planning Guidelines require all NSW public
authorities to have a "unique business case
for supporting the inclusion of people with
disability". This section outlines the
business case for working towards the full
inclusion of people of all ages with
disability (including children who may
have temporary or permanent delays in
their development). By supporting
inclusion, Broken Hill can achieve
significant social and economic benefits
to the entire community. Inclusion is part
of the core business of local government.

Economic Benefits

- Inclusion enables people with disability to access employment or to establish businesses. By supporting economic independence, the need for income supports are reduced, workforce participation is increased and we experience economic growth. Economic participation supports the wellbeing of individuals and families because it results in additional income in families. Additional income in families is most likely to be money spent locally.
- The National Disability Insurance Scheme (NDIS) will inject \$22 billion dollars per year into the Australian economy. Age care funding provides a further \$18 billion annually. Both the NDIS and aged care provide funds to individuals to buy supports to access community life. These support services are provided locally, enabling people with disability (including age related disability) to enjoy local shopping, entertainment, leisure, learning and access to health care. By targeting the accessible tourism market, Broken Hill could further access related economic growth, vii By making physical and information environments accessible and ensurina business and community attitudes and behaviours are inclusive, there is

- significant potential to stimulate the local economy.
- Lack of accessibility of information, environments and attitudes and behaviours that create barriers cost business. Missed business is not limited to potential customers with disability. It extends to the friends and family of those individuals, who would have accessed that service together. When one person using a wheelchair is unable to attend an event or service, it's likely the friends and family of that person who would have attended together are also 'missed business'.
- The fastest growing component of the Australian consumer market is older people, and the current generation of older Australians are retiring with unprecedented, accumulated wealth. Viii Businesses that cater to people with disability who may have limitations to mobility, vision, hearing etc extend their market reach to include families using prams and to older people who use mobility aids or who need assistance with vision or hearing.

Social Benefits

- Inclusion enriches the community because it enables us to access the full range of talents and viewpoints within the population.
- At some point in our lives, all of us will experience a disability or impairment which, in interaction with barriers in society, limit our access to community life. To enjoy a rich social and family life, which in turn supports our wellbeing, we need access to barrierfree information, places and activities.
- Inclusion protects our community from the cycles of disadvantage that can lead to negative impacts across generations in areas of health, wellbeing, education and employment. Planning for inclusion helps to avoid these negative outcomes and is proven to be more cost effective in the long term.

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Inclusion as Core Business

- Section 8 of the NSW Local
 Government Act 1993 requires
 Councils to provide adequate,
 equitable and appropriate services
 and facilities for the community. *
 People with disability are identified as
 part of a social justice target group
 needing specific strategies to ensure
 they are equally included in
 community engagement activities
 and decision making. The Disability
 Inclusion Action Plan (DIAP) provides a
 way for Council to achieve this
 outcome and to continuously improve
 service delivery to this group.
- Broken Hill City Council is committed to meeting and exceeding both State and Commonwealth laws, that address direct and indirect discrimination against people with disability, in the delivery of their services, goods and facilities. **I By consulting with people with disability, Broken Hill City Council DIAP has identified potential sources of indirect discrimination in the form of unintended attitudinal barriers and other unintended barriers that may exist in systems and processes.

2. LINKS TO OTHER COUNCIL PLANS

This Disability Inclusion Action Plan (DIAP) fits within a larger 10-year plan called the Community Strategic Plan (CSP) "Your Broken Hill 2040". The CSP was developed from extensive community engagement and consultation, as well as the ongoing input from the Community Round Table Committee. The CSP keeps Council focussed on achieving long-term goals in four Key Directions: Our Community, Our Economy, Our Environment and Our Leadership.

All Council Plans fit under the CSP. Many of these other Council plans are also relevant to people with disability, for example Active Transport Plan, Ageing Strategy, Tourism Plan and more. The Disability Inclusion Action Plan 2022-2026 has suggestions and ideas that often relate to all these. To coordinate all activities, every four years Council develops the Delivery Program which combines the activities of all Plans and links them to the headings of social, economic, environmental and civic leadership.

As Council implements the Delivery Program, evidence is collected to confirm that progress is being made. Council uses this information to report back to the community, to tell you what improvements have been made. Progress reports are provided to the Council at least six monthly.

At the end of each year, Council reports to the community in the Annual Report on tasks completed in the Disability Inclusion Action Plan during that year.

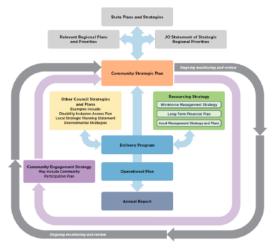


Figure 1: Link Between This Plan and Other Council Plans

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3. POLICY CONTEXT

The Broken Hill City Council Disability Inclusion Action Plan 2022-2026 has been developed in line with laws and policies designed to ensure that people with disability are included in all aspects of community life. The laws and policies demonstrate Australia's commitment to a

global shift in awareness that more must be done to respect the rights of people with disability.

This section outlines these key laws and policies in Australia and New South Wales (NSW). The policy context will support the effectiveness of the Broken Hill City Council Disability Inclusion Action Plan 2022-2026.

Figure 2: The relationships between the relevant policy and legislative instruments.



(Source: NSW Government Disability Inclusion Action Planning Guidelines)

3.1 UN Convention on the Rights of Persons with Disabilities (UNCRPD)

Australia has committed to implementing the Articles of the United Nations
Convention on the Rights of Persons with Disabilities (UNCRPD). The Articles state that persons with disabilities must enjoy all human rights; specify how these rights apply in practice; and identify where

efforts to be made for people with a disability to effectively exercise their rights. xii

By signing the UNCRPD, Australia committed to make changes to laws and policies to ensure the inclusion of people with disability. Australia will also report back to the United Nations about the progress made towards this goal.xiii

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Key areas to be addressed under the UNCRPD are:

- Equality and non-discrimination before the law for people with a disability, with specific measures about upholding the human rights of women and children with a disability.
- Raising awareness, fostering respect and dignity, and combating stereotypes relating to people with a disability. Activities include public awareness campaigns and promoting an attitude of respect for the rights of people with disability.
- Ensuring access to the physical environment (including access to transport), as well as access to information and communication.
- Recognising the equal right of people with disability to participate in and enjoy all amenities and activities of community life.
- Ensuring the right to freedom of expression and respect for the home and family of people with disability.
- Ensuring the right to work and employment on an equal basis with others.
- Providing opportunities to fully participate in political and public life, including voting and representation by people with disability in all levels of government.
- Ensuring the right to participate in cultural life, including ensuring visual culture (art, film, theatre) and other cultural activities are accessible and represent the diversity of human experience. Ensuring access to museums, libraries, tourism services and to sites of national cultural importance.

3.2 Australia's Disability Strategy (ADS), 2021-2031

The Strategy was developed by Australian, state, territory and local governments; with more than 3,000 people consulted with disability, families, carers and

representatives to ensure their views were included in the Strategy. Australia's Disability Strategy 2021-2031 builds on the work of the original strategy, the National Disability Strategy 2010-2020. The Strategy's vision is for an inclusive Australian society that ensures people with disability can fulfil their potential, as equal members of the community.

The Strategy has seven outcome areas, which are:

- Employment and Financial Security
- Inclusive Homes and Communities
- · Safety, Rights and Justice
- Personal and Community Support
- · Education and Learning
- · Health and Wellbeing
- Community Attitudes

The Australia's Disability Strategy is Australia's national disability policy framework; driving action at all levels of government to improve the lives of people with disability. (ADS, 2021-2031)

3.3 National Disability Insurance Scheme (NDIS)xiv

The National Disability Insurance Scheme (NDIS) provides for a national insurance system that enables funding and administrative systems to support people with disability to access the reasonable and necessary supports they need to lead an ordinary life.

The NDIS will enable eligible people with a disability to pursue their interests in the community through individualised packages of funding. Funding will also be available to help make mainstream services more inclusive. The latter will be available through grants from the Information, Linkages and Capacity Building initiatives of the NDIS.

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The Broken Hill City Council Disability Inclusion Action Plan 2022-2026 support NDIS objectives by:

- ensuring accessible and inclusive built environments
- developing accessible and inclusive programs and services
- providing information in a range of formats
- continuing to work towards inclusive employment application processes, and
- fostering positive community behaviours and attitudes towards people with disability.

The NDIS enables eligible people with a disability to pursue their interests in the community through individualised NDIS funding. Under the NDIS, Information Linkages and Capacity Building grants are available to help make mainstream services more inclusive. (NDIS, 2014)

3.4 NSW Disability Inclusion Act, 2014^{xv}

The NSW Disability Inclusion Act 2014 (the Act) requires all agencies of the NSW Government and Local Governments to develop Disability Inclusion Action Plans (DIAPs). The Act states that DIAPs must:

- state how the Disability Inclusion Act's Principles will be addressed
- provide specific strategies to support people with disability to access buildings and events, information and employment opportunities
- describe how people with disability were consulted
- describe how the plan supports the NSW Disability Inclusion Plan (see below)
- be made available to the public
- be reviewed, in consultation with people with disability, every four years
- include progress reports published annually in Council's Annual Report.

The Disability Inclusion Act, 2014 requires all NSW government agencies and local governments to consult with people with disability, and then based on this information, to commit to practical actions to improve access and inclusion. (NSW Disability Inclusion Act 2014)

3.5 NSW Disability Inclusion Plan (NDIP)xvi

The NSW Disability Inclusion Plan (NDIP) is a four-year action plan detailing how NSW government agencies (and local government) will work towards ensuring people with disability enjoy the same opportunities and choices as everyone else. In developing the NDIP, the NSW Government consulted with people with a disability about what barriers affect their inclusion. This led to the identification of four "Focus Areas" that must underpin all DIAPs in NSW. The Focus Areas are: XVIII

- developing positive community attitudes and behaviours
- creating liveable communities
- supporting access to meaningful employment, and
- improving access to mainstream services through better systems and processes.

NSW Disability Inclusion Plan outlines how all NSW government agencies and local governments will make local communities more inclusive. All Inclusion Plans must address the four 'focus areas'. (NSW Disability Inclusion Plan, 2015)

3.6 Disability Discrimination Act (DDA) 1992 and Amendments (2009)

The Disability Discrimination Act, 1992 (C'wlth) (DDA) protects against discrimination based on disability. These protections extend to relatives, friends, carers, co-workers or associates of a person with disability who may experience discrimination because of this relationship.

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The DDA also encourages governments, businesses and others to implement the DDA to ensure the full participation of all citizens. The Broken Hill City Council DIAP 2022-2026 incorporates the requirements of Section 61 of the DDA, where Council must have plans that:

- devise policies and programs to achieve the Objects of the Act
- communicate these to persons within the Council
- review practices to identify and eliminate discriminatory practices
- set goals and targets to measure the success of the Plan
- appoint persons within the Council to implement the provisions.

3.7 Other Relevant Laws and Plans

Other laws and plans relevant to Broken Hill City Council Disability Inclusion Action Plan 2022-2026 are:

- National Arts and Disability Strategy, 2009 (C'wlth)
- Web Accessibility National Transition Strategy, 2010 (C'wlth)
- Anti-Discrimination Act, 1977 (NSW)
- Carers (Recognition) Act, 2010 (NSW)
- The Local Government Act, 1993 (NSW)
- The Local Government (General) Regulation, 2005 (NSW)

4. PEOPLE OF THE BROKEN HILL LOCAL GOVERNMENT ARFA

Broken Hill City Local Government Area (LGA) is in the Far West region of New South Wales (NSW). Covering an area of 4,531 square kilometres it has a population density of 1.04 persons per hectare. Not only is Broken Hill City LGA sparsely populated, it is also one of the most isolated population centres in the state. XVIII

In 2018 the estimated resident population of Broken Hill City was 17,734 people.

Population decline remains a factor for Broken Hill City LGA. The Australian Bureau of Statistics (ABS) notes that this trend is in line with many of NSW's predominantly rural areas, particularly in Far West. xix

The main employing industry in Broken Hill City LGA is health care and social assistance, employing 18.3% of the workforce. In 2016, more Broken Hill City residents worked in health care and social assistance than any other industry. XX The Disability Inclusion Action Plan 2022-2026, by improving inclusion and access in the Broken Hill LGA will encourage people with disability (which includes seniors with disability) to live in, or visit the town, thus supporting or even boosting local employment opportunities. XXI

4.1 People with Disability

Information about the number of people with disability living in Australia cannot be provided as precise measurements. The main source of information is the Survey of Disability, Ageing and Carers (SDAC), xxii and is based on a person's self-reported need for assistance. Some of the difficulties associated with statistics and the prevalence of disability have been identified by the Australian Bureau of Statistics (ABS) and include:

The ABS defines disability as a need for assistance in one or more of three core activity areas of self-care, mobility and communication, because of a long-term health condition (lasting six months or more), a disability (lasting six months or more), or old age. xxiii The ABS data is likely to count only those people whose disability impacts more on their need for care, whilst people with disability who manage without as much or any assistance in core activity areas, may not be represented in the census data. They are however, included in the definition of the NSW Disability Inclusion Act 2014.

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- People can vary in their perception of the impact of the disability on their daily activities. This means people with similar assistance needs could report their needs differently.
- Some people may be uncomfortable
 with reporting their disability because
 of concern about negative
 community attitudes. This is often the
 case for people who experience
 mental ill health, dementia, or
 acquired brain injury. Others may not
 report their disability because it is
 episodic in nature, such as epilepsy, or
 certain types of mental illness.
- Census information is often reported by one person for the entire household. The individual completing the survey may or may not know about the disability status of other persons living in the house. The person completing the survey could answer it differently to how the person with disability may have.

Census Data Does Not Count All People with Disability - The ABS Survey of Disability Ageing and Carers definition of disability is "needing assistance in one or more of three core activity areas of self-care." The Disability Inclusion Action Plan includes people who are self-caring.

4.1.1 How many People in Broken Hill have a Disability?

Information from the Australian Bureau of Statistics (ABS) and the Far West NSW Medicare Local, show that: xxiv

- In Broken Hill LGA, 8.0% of the population (1,424 people) reported needing assistance with their day-today lives due to disability. There has been a notable increase in reported disability among aged groups 65 to 79 years between 2011 and 2016. xxv
- 1,269 (7.5% of the population) receive the Disability Support Pension. This is higher than the NSW percentage (5.7%).xxvi

- 1,878 (12.4 % of the population) provided unpaid assistance to a person with disability.
- The Far West NSW Medicare Local has the third highest percentage (6.1%) of people having profound or severe disability. By contrast, in NSW the percentage is 4.9%.

Far West NSW has an exceptionally high proportion of people of all ages (6.1%) with a profound or severe disability (ABS, 2016)

4.1.2 Why Inclusion is Important

The 2015 Survey of Disability, Ageing and Carers highlighted key factors relating to the impact of disability and caring which demonstrates why, as a caring community, we need to address disability inclusion. XXXVII These factors include:

- One in five Australians have a disability (4 million in total).
- Almost 1 in 12 Australians with disability (or 8.6%) reported they had experienced discrimination or unfair treatment because of their disability. Young people with disability are more likely to report the experience of discrimination (20.5%) than those aged over 65 years (2.1%).
- More than 1 in 3 women and more than 1 in four men aged 15 years and over reported that they avoided situations because of their disability.
- More than half those with disability aged 15 to 64 years participated in the labour force (53.4%) which is significantly less than those without disability (83.2%).

People with disability are more likely to face considerable social exclusion, particularly in the areas of education and employment. This is also true for those who provide care. (ABS Survey of Ageing, Disability and Carers, 2015)

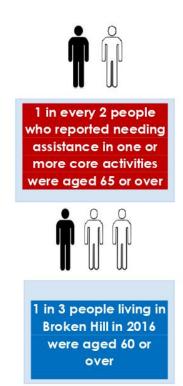
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4.2 Age Profilexxviii

The 2015 Survey of Disability, Ageing and Carers identified that in Broken Hill, 1 in 2 people reporting the need for assistance in one or more core activities were aged 65 or over. XXIX As the population of Broken Hill ages (particularly if there is continued population decline in the under 65-year age group), the proportion of the population needing assistance in one or more core activities (ie, with disability) is likely to increase significantly.

In 2016, xxx Broken Hill had a higher proportion of persons at post retirement age than Regional NSW. Overall, 28.9% of the population of Broken Hill were aged 60 years and over, compared with 27.2% for Regional NSW. A breakdown of Broken Hill LGA by age group is set out in the figure below.



85 and over 593 80 to 84 75 to 79 678 70 to 74 901 65 to 69 60 to 64 1,261 age groups (years) 55 to 59 1,404 50 to 54 45 to 49 1,115 40 to 44 989 35 to 39 872 /ear 30 to 34 1,002 25 to 29 1.116 20 to 24 962 15 to 19 950 10 to 14 5 to 9 974

1,000

1,200

800

Figure 3: Broken Hill City LGA Population by Age (2016)

[Source: Australian Bureau of Statistics, Census (2011), Population and Housing]

400

600

200

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0

1,400

1,600

4.3 Aboriginal and/or Torres Strait Islander Persons

The Australian Bureau of Statistics (ABS) Survey of Disability, Ageing and Carers identified that Aboriginal people are 1.7 times more likely to have disability. XXXXI For this reason, it is important to specifically consider the Aboriginal and Torres Strait Islander residents of Broken Hill and to include strategies in the Disability Inclusion Action Plan 2022-2026 that considers the specific needs of Aboriginal and/or Torres Strait Islander residents and visitors who may have a disability.

In 2016 there were 1,498 Aboriginal and/or Torres Strait Islander residents in the Broken Hill LGA. They represent 8.5% of the total population or about 1 in 12 people. This is an increase of approximately 1% or 100 indigenous residents since 2011. XXXII

Figure 4:. Aboriginal and/or Torres Strait Islander Population (2016)

Aboriginal and/ or Torres Strait Islander Persons		% of total population	
Broken Hill LGA	1,498	8.5	
New South Wales	548,368	2.9	

[Source: Australian Bureau of Statistics, Census (2016), Population and Housing]

The Australian Institute of Health and Welfare has identified a strong correlation between socio-economic status and disability in capital cities. **XXXIII** Median household income data shows that the Broken Hill Indigenous community is economically disadvantaged when compared with Indigenous groups in NSW and Australia. While mortgage repayments in Broken Hill are slightly lower than the NSW and Australia-wide averages for Indigenous people, rental rates are higher. **XXXIV**

ABORIGINAL AND/OR TORRES STRAIT ISLANDER PEOPLE

- Aboriginal children under 14 are 4 times more likely to have disability
- Aboriginal adults aged 35-54 years are 2.7 times more likely to have disability
- Aboriginal children under 15 are 3.4 times more likely to be deaf
- Aboriginal Australians are 4 times as likely to have an intellectual disability

(NSW Child, Family and Community Peak Aboriginal Corporation –

Based on ABS Census Data)

Economic disadvantage increases for the Broken Hill Indigenous community when household income is compared against the non-indigenous community.

Indigenous households in Broken Hill Local Government Area have about 50% less weekly income than the median family household income in the Broken Hill region.xxxv

4.4 Cultural Diversity

The ABS Survey of Disability, Ageing and Carers identified that people from Culturally and Linguistically Diverse (CALD) backgrounds who have disability are less likely than to access services than people of non-CALD backgrounds. In 2011, 2.3% of the total population of Broken Hill City LGA were identified as speaking a language other than English at home.

The most commonly spoken non-English languages spoken are Italian, Greek, Filipino/Tagalog and Australian Indigenous Languages (each language group being < 0.1% of total population).

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5. HOW COUNCIL ENGAGED AND CONSULTED

Broken Hill City Council consulted with the community and people living with disabilities, their families and other significant people. Consultations explored what was important to them, what isn't working for disability inclusion and how Council could improve inclusion. Our consultation methods, included:

- An online survey
- Hard copy survey
- Easy read survey (hard copy)
- Community consultation session
- Focus interviews with NDIS service providers
- Internal consultations with Council staff

We advertised through a range of media, including:

- Online via our website and social media (Facebook)
- In newspapers (Barrier Truth)
- Via our networks and events (including the DIAP Monitoring Group, service providers and health and education services)
- Surveys were distributed to the library, YMCA, Council's Administrative Centre and local disability service providers distributed surveys to NDIS Participants
- Existing distribution lists including through the eNews distribution list

A total of 20 people completed the online survey.

Five survey respondents (5 or 25%) identified as being a person with disability; seven (7 or 35%) identified as a parent or care giver of a child or children with a disability (aged under 17); three (3 or 15%) identified as a parent of an adult child with a disability; and five (or 25%) identified as working in the sector supporting people with disability.

A total of six easy read surveys were received. People completing these said they like going shopping, using parks and gardens, and all said they use the library. Three (3) out of 4 said they needed help filling in forms and need writing to be easy to read. Two (2) out of 4 said they would like people to be more friendly to them.

Ten (10) people attended the community consultation, including four (4) family members (parents or siblings) of people with disability. Six (6) other participants were service providers supporting people with disability.

A further 20 one-on-one interviews were conducted by the consultant including five parents/family members of persons with disability (25%), ten (10 or 50%) who work in the sector supporting people with disability, four (4 or 20%) people with disability and a community member (cab driver).

The results of the consultations were shared with all departments of Council. Strategies for this Disability Inclusion Action Plan are based directly on the comments, suggestions and feedback given via the consultations, surveys and interviews

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6. THE ACTION PLAN

FOCUS AREA 1: ATTITUDES AND BEHAVIOURS

Community Outcome 1: Council staff lead by example through their behaviour and attitudes to promote and support inclusion within the community.

What the Community Told Us

- Most people said Council staff were approachable and helpful. However, parents of children with autism said more work needs to be done to understand the needs of their children and families.
- Council needs to use more pictures and images to communicate with the community.
 Council language can be too hard to understand.
- Sometimes the differing needs of community members don't align, for example, some
 people need quiet, and others need more volume. In shared places (like the pool or the
 library) staff need to assist community to be understanding of differing needs and to be
 willing to compromise.

Strategy S1.1 Promote inclusion and inclusive communication in Council and in the community				
Objective O1.1.1	All Council staff have an awareness of what inclusion means			
Action		Timeline	Measure	Responsibility
A 1.1.01 Celebrate, promote events suc International Day of Disability, Autism Aw OK? Day and World Health Awareness D	h as People with vareness, R U Mental	30 June 2023 and ongoing each year	Number and list of inclusion/people with disability events actively supported by Council	Events (Lead) Corporate Services Communications
A 1.1.02 Purchase communication aid magnifying glasses, clocks and portable loops) and have the Council buildings ar	large face hearing em visible in	30 June 2023	List and location of communication aides purchased	Corporate Services (Lead) Facility Managers
A 1.1.03 Display the Communication Bill all Council facilities buildings	of Rights at	30 June 2023	List of venues where Communication Bill of Rights is displayed	Corporate Services (Lead) Facility Managers
A 1.1.04 Increasingly infographics and sin in corporate publications	nple English	30 June 2023 and ongoing each year	List of corporate publications and plans incorporating infographics and/or simple English	Corporate Services (Lead) Communications
A1.1.05 Consult with communication exp Novita speech there	perts (eg,	30 June 2023	Guidelines and/or strategies for supporting inclusion and managing differing needs	Library Services (Lead)

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Strategy \$1.1 Promote inclusion and inclusive communication in Council and in the community				
Objective 01.1.1	All Council staff have an awareness of what inclusion means			
Action		Timeline	Measure	Responsibility
develop guidelines on supporting inclusion and managing differing needs in shared community spaces			in shared community spaces	Cultural Facilities
A 1.1.06 Invite mand from the YMCA (pod involved in the discudeveloping guidelin supporting inclusion managing differing shared community s	ol) to be ussions about les for and needs in	30 June 2023	Invitation extended to YMCA (Regional Aquatic Centre) management to discuss guidelines for supporting inclusion and managing differing needs in shared community spaces	Assets

Strategy \$1.2 Continue to support our staff to respectfully, confidently and effectively communicate with people with disability

Objective 01.2.1	Council staff are confident and skilled in communicating with people who
	have a disability

	-		
Action	Timeline	Measure	Responsibility
A1.2.01 Continue to train staff to write accessible documents for presentations and on Council's website	30 June 2023 and ongoing each year	Number and type of training initiatives relating to inclusion or disability confidence/awareness delivered or that staff are sent to	People and Culture (Lead) Communications
A1.2.02 Continue to support staff to develop web content and design compatible with Web Content Accessibility Guidelines 2.0	30 June 2023 and ongoing each year	Number of staff deemed competent to upload WCAG20. Content to Council's website	Communications
A1.2.03 Support the Infrastructure team to enhance disability confidence and communication skills in order to effectively engage and consult with people with disability	30 June 2023	Staff feedback indicates increased confidence in engaging and consulting with people with disability and their supporters	Infrastructure
A1.2.04 Deliver induction sessions that encompass the topic of inclusion of people with disability	30 June 2023 and ongoing each year	Number of induction or refresher sessions delivered that encompass disability inclusion as a topic	People and Culture
A1.2.05 Provide expert guest speakers to staff meetings and/or internal training sessions	30 June 2023 and ongoing each year	Number and topic of guest speakers providing information sessions to staff	People and Culture

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Strategy \$1.2 Continue to support our staff to respectfully, confidently and effectively communicate with people with disability					
Objective 01.2.1	Council staff are confident and skilled in communicating with people who have a disability				
Action	Action Timeline Measure Responsibility				
to provide strategies for communicating effectively with people with diverse communication needs.					

Strategy \$1.3 Continue to promote Council's activities for building inclusion in Council and in the community					
Objective O1.3.1	The community is aware of the activities Council is undertaking to progressively build grater inclusion of people with disability			0	
Action		Timeline	Measure	Responsibility	
A1.3.01 Continue to provide media stories (including on social media) on the progress of the implementation of the Disability Inclusion Action Plan 2022-2026		30 June 2023 and ongoing each year	Number and topic of media releases relating to Disability Inclusion Action Plan 2022- 2026	Communications	

FOCUS AREA 2: LIVEABLE COMMUNITIES

Community Outcome 2: People with disability and their families have improved access to community places, buildings and events.

What the Community Told Us

- The older paths, ramps and kerb ramps in the town are not built to suit newer mobility
 equipment. Some ramps are too steep and narrow. Kerbs that have a 'lip' on them can be
 hard to use for people using wheelchairs and walkers.
- Whilst many accessible parking spaces are well placed and easy to use, some accessible spaces are not near kerb ramps.
- Accessible parking sitting adjacent to a kerb is difficult for people who have rear ramp loading
 accessible cars. The car blocks the ramp.
- It is difficult for people who use wheelchairs to navigate the ambulant toilet spaces. Some of
 the toilet blocks are old and in need of replacement (particularly the one opposite the Civic
 Centre).
- Ramp access into the administration building is not a direct path. Signage for access points
 could be improved and there is a need for accessible parking near the entrance.
- Bus stops and tourist facility entrance points could be improved with regards to accessibility.
- Please don't use bark chips in parks as children and adults who use mobility aids or wheelchairs can't cross the bark chips.
- · We need more accessible or universal children's playgrounds and equipment.
- · People who use wheelchairs would like to sit with their friends and family at the Civic Centre.
- · Schools need ramped access from their bus bay areas.
- Sporting grounds need to be fixed in terms of accessibility.
- Council buildings require quiet / sensory areas.
- · More parks need accessible or universal play equipment

Strategy S2.1 Engage with people who use wheelchairs and other mobility aids, and parents of children with disabilities, to determine priorities for improving footpaths, crossings and kerb ramps

Objective O2.1.1	People with disability are consulted about the priority maintenance and
•	upgrade of footpaths, kerbs, crossings and ramps in Broken Hill

Action	Timeline	Measure	Responsibility
A2.1.01 Hold specific community consultations with people who use wheelchairs, walkers or gophers to identify priorities for the Active Transport Plan	30 June 2023	Written report of consultation identifying the proprieties of adults and children (via their parents) who use mobility aids	Assets
A2.1.02 Promote the progress on the Active Transport Plan via Council media and information to the community care interagency; using Accessible Meeting Guidelines	30 June 2023 and ongoing each year	List of Active Transport Plan related media and interagency presentations	Assets (Lead) Communications

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Strategy S2.1 Engage with people who use wheelchairs and other mobility aids, and parents of children with disabilities, to determine priorities for improving footpaths, crossings and kerb ramps

Objective O2.1.1 People with disability are consulted about the priority maintenance and upgrade of footpaths, kerbs, crossings and ramps in Broken Hill

Action	Timeline	Measure	Responsibility
A2.1.03 Conduct community consultation on accessible public toilets (maintenance and upgrade and way finding priorities) using Accessible Meetings Guideline	30 June 2023	Community consultation on accessible public toilets (maintenance and upgrades) documented and incorporated into the Active Transport Plan	Assets

Strategy S2.2 Progressively address the issues raised by people with disability to improve access

Objective O2.2.1	People with disability are directly consulted about the priorities for
	improvement to access around the City

improvement to access around the City				
Action		Timeline	Measure	Responsibility
A2.2.01 Ensure ramps at school bus bay areas are included in the Active Transport Plan priority list		30 June 2023 and ongoing each year	List with location of bus bay ramps installed	Assets
A2.2.02 Increase the continuous accessible paths of travel to key places based on results of consultations with people who use powered and unpowered wheelchairs, mobility walkers and mobility scooters		30 June 2023 and ongoing each year	List of works contributing to continuous accessible paths of travel	Assets
A2.2.03 Replace bark chips in public paths with options that do not obstruct wheelchairs and mobility walkers		30 June 2023 and ongoing each year	List of locations where bark chips are replaced with other covering options	Assets
A2.2.04 Provide quiet/s areas in Council buildir Council events		30 June 2023 and ongoing each year	List of quiet and sensory spaces provided in buildings and at events	Library Services (Lead) Cultural Facilities Events
A 2.2.05 Ensure upgrace installation of play equare accessible to child physical and non-physical ability	ipment ren with	30 June 2023 and ongoing each year	Tenders for play equipment upgrades or installations that require universal design of equipment	Assets

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Strategy \$2.3 Progressively increase accessibility and inclusion of places of entertainment, recreation, learning and leisure

Objective O2.3.1 People with disability have greater access to events hosted in the City

Action	Timeline	Measure	Responsibility
A2.3.01 Source existing Accessible and Inclusive Event Guidelines for use within Broken Hill City Council	30 June 2023	Source and implement Accessible and Inclusive Event Guidelines	Events
A2.3.02 Incorporate Access and Inclusion Plans into all Council hosted events	30 June 2023 and ongoing each year	Percentage of Council run events that have an access and inclusion plan as part of event implementation	Events
A2.3.03 Develop Accessible Event templates, guidelines, policies and/or procedures specific to the context of Broken Hill Events	30 June 2024	Number of Accessible and Inclusive Events Guidelines Council has completed	Events
A2.3.04 Make Council's Accessible Event Guidelines (including promotional information about drop off points and parking etc) available to event organisers booking Council owned sites	30 June 2023 and ongoing each year	Number of Accessible event Guidelines distributed to event organisers in contact with Council	Events
A2.3.05 Ensure seating arrangements enable people who use wheelchairs to sit on the row they would prefer	30 June 2023 and ongoing each year	Seating arrangement procedures for people using wheelchairs to choose the row they wish to sit in	Events
A2.3.06 Compile a template(s) with consistent or aligned metadata for collecting information on accessibility/inclusion features of Council Buildings, parks, playgrounds etc enabling the presentation of access features of the building and the activities hosted in them	30 June 2023	Templates for collecting presenting access and inclusion information relating to Council buildings, parks, playgrounds and activities created	Assets (Lead) Corporate Services (support role) Events Cultural Facilities Library Services
A2.3.07 Collect and document the accessibility features of all Council buildings, parks, playgrounds and post these on	30 June 2023 and ongoing each year	Information on accessible and inclusive features of Council buildings, parks and playgrounds collected	Assets
all relevant websites including Council's main website and the national accessible tourism website		Ensure the information (and/or completed templates) are made available to: National Accessible Tourism Data Base; Events Information packages for	Assets (Lead) Corporate Services (support role) Events

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Strategy \$2.3 Prog	gressively increase accessibility and inclusion of places of entertainment,
recreation, learni	ng and leisure

Objective 02.3.1 People with disability have greater access to events hosted in the City

Action	Timeline	Measure	Responsibility		
		internal / external event managers; Venue hire information; Venue information; community information; Library playing the videos or showing photos of the community work; (private venue operators may wish to have copies of their information to place in their own materials)	Cultural Facilities Library Services Communications		
A2.3.08 Invite Broken Hill accommodation, entertainment and other leisure / tourism providers to participate in the Access and Inclusion Information Collection Project	30 June 2023 and ongoing each year	The number of active participants increases year by year	Tourism		
A2.3.09 Continue to design Library workshops or activities that provide adjustments enabling people with disability to attend	30 June 2023 and ongoing each year	List of workshops designed for people with disability and/or that provided adjustments for people with disability to attend	Library Services		
A2.3.10 Continue to enable access by Aboriginal and/or Torres Strait Islander persons with disability to attend culturally safe and appropriate programs	30 June 2023 and ongoing each year	List of workshops designed for people with disability and/or that provided adjustments for people with disability to attend	Library Services (Lead) BH City Art Gallery		
A2.3.11 Continue to offer Art Gallery activities with adjustments for people with disability	30 June 2024	List of workshops designed for people with disability and/or that provided adjustments for people with disability	BH City Art Gallery		
A2.3.12 Ensure that any future refurbishment of the Council Administration Building includes provision for a lower information desk for people using wheelchairs; availability of hearing loop; and a meeting room enabling sound privacy	30 June 2026	List of Council Administration Building access features completed	Assets		
A2.3.13 Ensure the Visitors' Information Centre has a section of the information counter at a lowered height to accommodate visitors who use wheelchairs	30 June 2024	List of Visitor Information Centre Building access features completed	Tourism		

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FOCUS AREA 3: SYSTEMS AND PROCESSES

Community Outcome 3: Council processes support and enhance inclusion of people with disability

What the Community Told Us

- "Thank you for the opportunity to be included in a better Broken Hill"
- Council needs to ensure plans promote more child safety awareness especially for kids with delays and the elderly.
- Rates notice is not so easy to understand at times.
- Be more open and have better communication with the community.
- Please use language that all aged groups and people from all backgrounds can understand. It's too "businessy".

Strategy \$3.1 System inclusion	Strategy \$3.1 Systems supporting Council communications, meetings and consultations enhance inclusion				
Objective 03.1.1	Written inform content	Written information produced by Council is easier to read both in form and content			
Action		Timeline	Measure	Responsibility	
A3.1.01 Develop gui creating accessible (integrating the Inter of People with Disab Guide, 2018 https://www.idpwd.content/uploads/20 Style-Guide-2018.pd	documents mational Day illities Style com.au/wp- 18/09/IDPwD-	30 June 2024	Guidelines for creating accessible documents developed	Corporate Services	

Strategy \$3.2 Incorporate accessibility and inclusion considerations in procurement decisions and contracts				
Objective 03.2.1	People with di		ater access to information rel	ating to
Action		Timeline	Measure	Responsibility
A3.2.01 Review pro- systems and contra accessible and incl practices are used	cts to ensure usive	30 June 2024	Procurement procedures reviewed and standard request for tender documents and standard contracts have inclusive practice requirements	Finance

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sessions to ensure inclusion is built

Strategy S3.3 Ensure procedures and work practices require all community campaigns or information sessions to be inclusive						
Objective O3.3.1:	People with dis	People with disability have greater access to information				
Action		Timeline	Measure	Responsibility		
A3.3.01 Review pro work practices rela development of co campaigns or infor	ting to the ommunity	30 June 2025	Review of systems generating community campaigns and information sessions	Communications		

identify inclusion / access

opportunities

Strategy S3.4 Utilise the expertise of the DIAP Monitoring Group to improve systems and processes					
Objective O3.4.1	People with c	eople with disability are represented on the DIAP Monitoring Group			
Action		Timeline	Measure	Responsibility	
A3.4.01 Continue to resource the DIAP M Group to assist Cour improve systems and	onitoring ncil to	30 June 2023 and ongoing each year	List of issues taken to the DIAP Monitoring Group relating to improvement of systems and processes	Corporate Services	

Strategy \$3.5 Embe Council work pract		tices into all con	nmunity consultations, comm	unications and	
Objective 03.5.1		People with disabilities increasingly give feedback to Council and are able to give formal and informal input on the development and progress of Council blans			
Action		Timeline	Measure	Responsibility	
A3.5.01 Community plans include meth engaging 'harder t individuals and con	ods for o reach'	30 June 2023 and ongoing each year	Multiple methods of communication are utilised; media releases, public statements, images, brochures, events, surveys, social media	Communications	
A3.5.02 Collate database of key community contacts in order to collect 'lived' information on 'accessible Broken Hill'		30 June 2025	Organisations, projects, programs and partnerships communicate appropriately with the community/vulnerable population including feeding back of results/outcomes.	Corporate Services	

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Corporate

Establishment of shared

Strategy \$3.5 Embed inclusive practices into all community consultations, communications and Council work practices

Objective O3.5.1

People with disabilities increasingly give feedback to Council and are able to give formal and informal input on the development and progress of Council plans

Action	Timeline	Measure	Responsibility
		key community contacts database	Services
A3.5.03 Collate a database of volunteers prepared to take photos of places, for example, routes to tourism venues, Council buildings and parks; and approach private venues and accommodation operators wishing to cater to accessible tourism	30 June 2025	Establishment of a shared volunteer database	Tourism

Strategy \$3.6 Consumer satisfaction surveys indicate the consumers feel heard and have a say in decision making.

Objective O3.6.1

Surveys are developed to ensure accessibility to respond by hard-to-reach individuals can be achieved

Action	Т	imeline	Measure	Responsibility
A3.6.01 Community of satisfaction survey	consumer 3		Survey design questions have obtained the responses of 'harder to reach' individuals	Corporate Services

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FOCUS AREA 4: EMPLOYMENT

Community Outcome 4: People with disability have greater access to employment opportunities with Council

What the Community Told Us

- "Wish I knew about this maybe I will have to look on website!!" (Regarding Council's work
 to support employment and volunteering opportunities for people with disability)
- It's extremely hard in this town to get employed if you are disabled. Understanding and quality of jobs are two big issues

Strategy S4.1 Review recruitment and employment processes to ensure they are barrier free to candidates who have disability

Objective O4.1.1

Council has recruitment and employment policies that reflect best practice with regards to encouraging and supporting the employment of people with disability

Action	Timeline	Measure	Responsibility
A4.1.01 Include on the front of Council's 'Jobs' webpage a statement that Council welcomes applications for employment from people with disability	30 June 2023	Council's Job section on its website includes a statement that Council welcomes applications from people with disability	People and Culture
A4.1.02 Continue to regularly access and implement the free resources from the Australian Network on Disability, specifically:	30 June 2024	List of recruitment and employment related policies/procedures reviewed and/or amended for implementation in line	People and Culture
Sharing and monitoring disability information in the workplace; and	with A Disabi	with Australian Network on Disability guidelines and samples	
Employers' Guide to Partnering with Disability Employment Services		·	
A4.1.03 Continue to reference the Australian Network on Disability resource "Manager's Guide: Disability in the Workplace" and continuously update Council's policies and processes in line with best practice examples provided	30 June 2024	List of recruitment and employment related policies/procedures reviewed and/or amended for implementation in line with Australian Network on Disability guidelines and samples	People and Culture

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7. MONITORING AND EVALUATION

Throughout the four years that this Plan is being implemented, we want to engage and involve people with disability to help us monitor the progress.

We will achieve this by reporting to our established Disability Inclusion Plan Monitoring Group, made up of people with disability and members of the community with an interest in disability, that will be formed for the term of each Council and reviewed annually, to ensure the broadest range of input possible, as well as representatives of key partner agencies and staff from within Council.

At the end of the 4-year Disability Inclusion Action Plan, we will consult broadly with the community to ask what positive changes they may have noticed, as well as asking where barriers continue to exist.

Council will also require senior managers to make sure the Plan is being implemented. Links between the Disability Inclusion Action Plan and the Community Strategic Plan, Delivery Program and Operational Plans, will enable us to track exactly where we are up to in putting the plan into action.

This will enable us to give a clear picture in the Annual Report, of what has been completed, and what is still to happen.

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Ordinary Council 29 June 2022

POLICY AND GENERAL COMMITTEE

May 3, 2022

ITEM 5

BROKEN HILL CITY COUNCIL REPORT NO. 142/22

SUBJECT: ADOPTION OF THE DRAFT DEBT RECOVERY POLICY D22/21771

Recommendation

- 1. That Broken Hill City Council Report No. 142/22 dated May 3, 2022, be received.
- 2. That Council notes that as per Minute Number 46820, the Draft Debt Recovery Policy was placed on public exhibition for a 28 day period concluding 31 May 2022 during which time Council received nil submissions from members of the public.
- 3. That Council adopts the Draft Debt Recovery Policy as a Policy of Council which will render the 2017 Debt Recovery Policy obsolete.

Executive Summary:

In order to facilitate improved financial management and compliance with the *Local Government Act 1993*, a review of Councils Debt Recovery Policy has been conducted. This review is to ensure Councils Debt Recovery Policy is compliant and in alignment with The *Local Government Act 1993*, and Office of Local Government Debt Management and Hardship Guidelines November 2018. Ratepayer and debtor feedback has been considered and incorporated into the revised policy during this review.

In accordance with the *Local Government Act 1993* any new or reviewed policies require public exhibition for a period no less than 28 days following which all submissions should be considered and the policies be either amended, adopted or rejected.

Council considered the Draft Debt Recovery Policy at its Ordinary Meeting held 27 April 2022 and resolved (Minute Number 46820) to place the Draft Policy on public exhibition for a 28 day period.

The Draft Policy was placed on public exhibition commencing 4 May 2022 and concluding 31 May 2022 during which time Council received nil submissions from members of the public.

Report:

Council collects rates and charges each year in line with the *Local Government Act 1993*. Councils that receive funds on time are in a better position to be financially sustainable and continue to deliver the services and facilities that the local community need and expect.

A robust, fair, transparent, and equitable Debt Recovery policy is essential in managing the collection of rates and charges and communication with ratepayers.

The review of Councils Debt Recovery policy has been conducted with the *Local Government Act 1993*, OLG - Debt Management and Hardship Guidelines November 2018, and ratepayer and debtor feedback as the guiding principles.

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Key elements required for an effective Debt Recovery policy:

- Recovery of debt in a fair, equitable and respectful manner
- · Modern payment methods and bill smoothing
- Stop the clock approach
- Clear and accessible communication early engagement
- Cost minimisation
- Consistent approach
- · Regular review of policies and procedures

Proposed Key Changes to existing policy:

- Days to respond between reminder and demand letters increased from 14 to 21 days.
- Threshold for proceeding to legal action recovery increased from \$800 to \$1000.
- Final Reminder notice to be issued on Council Letterhead 21 days after due date.

The proposed changes in the draft debt recovery policy have been included in response to feedback received from rates and sundry debtors. Debtors have expressed a preference for initial contact to come from Council, on Council letterhead rather than from an external debt recovery agent. Debtors have also communicated a preference to avoid legal costs where possible and that they have been experiencing delays with the mail, making the 14 day response time difficult to meet. The above changes, including the extension of time between letters from 14 to 21 days, the legal action threshold increase to \$1000 and the final reminder to be issued on Council letterhead have been included as a response to these issues.

This revised policy will provide a sound debt recovery policy to ensure that appropriate controls are in place for the management of rates and sundry debtors as part of council's overall financial management system.

Council considered the Draft Debt Recovery Policy at its Ordinary Meeting held 27 April 2022 and resolved (Minute Number 46820) to place the Draft Policy on public exhibition for a 28 day period.

The Draft Policy was placed on public exhibition commencing 4 May 2022 and concluding 31 May 2022 during which time Council received nil submissions from members of the public.

This report is now presented to Council to consider adoption of the Draft Debt Recovery Policy as a Policy of Council.

Community Engagement:

The Draft Debt Recovery Policy was placed on public exhibition for a 28 day period concluding 31 May 2022.

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

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Relevant Legislation:

- Local Government Act 1993
- Local Government (General) Regulation 2005

Financial Implications:

This policy will provide a sound corporate debt recovery policy to ensure that appropriate controls are in place for the management of rates and sundry debtors as part of council's overall financial management system.

Attachments

- 1. U Draft Debt Recovery Policy
- 2. J Debt-Management-And-Hardship-Guidelines-Nov-2018

SIMON BROWN
CHIEF FINANCIAL OFFICER

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>



DRAFT DEBT RECOVERY POLICY

QUALITY CONTROL			
TRIM REFERENCES	12/14 – D16/44049		
RESPONSIBLE POSITION	Manager Finance		
APPROVED BY	Council		
REVIEW DATE	1 April 2026	REVISION NUMBER	2
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
30 November 2016	Public Exhibition	45377	
22 February 2017	Adopted	45460	
25 March 2020	Adopted temporary	46209	
	amendment		

1. INTRODUCTION

The purpose of this policy is to ensure effective control over debts owed to Council by maximising the collection of outstanding rates and sundry income. Fulfilling the statutory requirements of the *Local Government Act 1993* and associated Local Government Regulations with respect to the recovery of rates, charges and other debts. Also, to ensure consistency, fairness, integrity and confidentiality of all proceedings for both Council and the debtor including those facing hardship and to provide contemporary and flexible payment options for ratepayers and reduce the use of expensive court processes to recover debts.

2. POLICY OBJECTIVE

In managing Council's most significant cash inflow, it is essential that an effective and equitable debt management policy exists to recover all rates and charges revenue.

This policy outlines the principles and guidelines for managing the recovery of outstanding rates and charges, incorporating the following major elements:

- Aim to collect all rates and charges by the end of each rating year.
- Apply a fair and reasonable approach to recovering overdue rates and charges.
- Achieve and maintain an outstanding rates and charges ratio at or below the industry standard.

DRAFT DEBT RECOVERY POLICY

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Apply the provisions of the Act relating to the sale of land as and when required.

3. POLICY SCOPE

Authority for implementation of the Debt Recovery Policy is delegated by Council to the General Manager in accordance with the Local Government Act 1993.

The General Manager may delegate the debt recovery function to an authorised council officer. Other finance staff will assist in the day-to-day administration of the debt recovery process which is in accordance with relevant legislation and guidelines.

4. POLICY STATEMENT

4.1. ETHICS AND CONFLICTS OF INTEREST

Officers shall refrain from personal activities that would conflict with proper execution and management of Council's Debt Recovery Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

4.2. PRIVACY OBLIGATIONS

Personal information means information or opinion, whether it is true or not, about an individual that can reasonably allow the individual to be identified.

A debtor's personal information will be treated with respect and Council will comply with the Privacy and Personal Information Protection Act 1998 when collecting and disclosing information throughout the debt recovery process.

4.3. RECOVERY OF DEBTS

4.3.1.RATES AND CHARGES

Council will levy rates charged by service of a rates notice in accordance with Section 546 the Local Government Act. Council will levy rates notices in the month of July of every year.

If the rates notice is served in July, under section 562(3) of the Act, ratepayers have the option of making payment of the amounts owing in those rates notices by one lump sum (which is to be paid by 31 August) or by four quarterly instalments due on the last day of the following months:

- 31 August
- 30 November
- 28 February
- 31 May

Instalment Reminder Notices

Under Section 562(5) of the Local Government Act, Council must send instalment reminder notices to each ratepayer by instalment on or before 31 October, 31 January and 30 April.

Final Reminder

A Final Reminder Notice is to be sent to any ratepayer who has not, within twenty-one (21) days of the due date:

a) Paid the amount of any instalment; or

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- b) Come to an arrangement for payment of the instalment by instalments; or
- c) Made written application for waiver, credit or reduction of the instalment; or
- d) Taken some action to dispute the amount is payable.

The Final Reminder Notice will:

- a) Be on Council Letterhead
- b) Set out the amount of the instalment.
- c) Request payment of the instalment within twenty-one (21) days of the date of the notice
- d) Urge the ratepayer to contact Council if they believe that the instalment has been paid or is not payable; and
- e) Urge the ratepayer to make contact to come to a suitable arrangement if they are unable to make payment of the instalment amount within the time allowed.

Demand Letter

- A Demand Letter (in an approved form) is to be sent to any ratepayer who has not within twenty-one (21) days of the Final Notice:
- a) Paid the amount of any instalment; or
- b) Come to an arrangement for payment of the instalment by instalments; or
- c) Made written application for waiver, credit or reduction of the instalment; or
- d) Taken some action to dispute that the amount is payable.

The Demand Letter will:

- a) Set out the amount of the instalment;
- b) Demand payment of the instalment within twenty-one (21) days of the date of the notice
- c) Urge the ratepayer to contact Council if they believe that the instalment has been paid or is not payable; and
- d) Urge the ratepayer to contact Council to come to a suitable arrangement if they are unable to make payment of the instalment amount within the time allowed.

Commencement of Legal Action

Council is to instruct the external debt recovery agency to commence legal action with the issue and service of a Statement of Claim against any ratepayer with an instalment (or instalments) unpaid and owing greater than \$1000 (including any accrued interest); and who has not:

- a) Come to an arrangement for payment of the instalment by instalments; or
- b) Made written application for waiver, credit or reduction of the instalment; or
- c) Taken some action to dispute that the amount is payable.

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Costs of Legal Action

Council is to ensure that the costs of any legal action taken are legally recoverable as a charge on the property pursuant to Section 550 of the Act and to upload those costs to the property as required.

Obtaining Judgment

Council is to instruct their external law firm to make application for judgment if, within the time allowed by the relevant legislation (currently twenty-eight days after service of the statement of claim), the ratepayer has not:

- (a) Paid the debt and costs claimed; or
- (b) Filed a defence; or
- (c) Filed an acknowledgement of claim; or
- (d) Come to an arrangement to pay by instalments; or
- (e) Taken any other action that means Council is unable to apply for judgment.

Enforcing Judgment

Council is to instruct their external law firm to enforce any judgment obtained by one or more of the following methods as advised by their external debt recovery agent:

- (a) Writ against property;
- (b) Examination; (c) Garnishee of bank accounts;
- (d) Garnishee of wages or other debts;
- (e) Bankruptcy;
- (f) Winding up of companies;
- (g) "Rent for Rates" under Section 569 of the Act; or
- (h) Such other method as Council is advised.

Duplicate Matters

With ratepayers who have not paid instalments, referral for recovery will be done quarterly, in order to keep costs to a minimum should legal action be required. Council will adhere to the following practice:

- 1. If debt recovery has already commenced to recover the previous instalments then no further debt recovery is to be taken on later instalments until such time as the amount claimed in those legal proceedings (including costs) have been paid.
- 2. If debt recovery has not commenced to recover the previous instalment then the amount of any later instalment is to be added to the earlier instalment for the taking of that debt recovery.

Payment of Debt and Costs

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If, after the commencement of legal proceedings, a ratepayer makes payment of the instalment claimed but not the costs of those proceedings, Council's external debt recovery is to send the relevant ratepayer a letter setting out the amount payable for costs and demanding payment of same within twenty one (21) days.

If the ratepayer does not make payment of those costs within twenty one (21) days of the sending of the letter legal action is to be continued for the recovery of those costs.

4.4. AGREEMENTS FOR PERIODICAL PAYMENT

Council acknowledges that in certain cases, some ratepayers may genuinely be experiencing a period of financial hardship and as a result may have difficulty in meeting the cost of each rates and charges instalment when they fall due. In such cases, Council encourages ratepayers to enter into an agreement for periodical payment of rates and charges applicable to their property in accordance with Council's Hardship Policy.

Similarly, Council is considerate to accepting a mutually agreeable arrangement for the payment of overdue rates and charges. The agreement may be entered into at any time during the recovery process, except when Council has resolved to sell a property under the Sale of Land provisions outlined in the Local Government Act.

It is the ratepayer's responsibility to ensure that payments made under approved payment arrangements are made on time. A reminder will not be issued for an unpaid instalment, and debt recovery action will continue.

The following guidelines should be used when considering an appropriate agreement:

- The agreement should be accepted on the basis that the outstanding amounts be finalised as soon as possible;
- Agreements can be made on a weekly, fortnightly or monthly basis;
- Any agreement made should be made such that all amounts are paid in full by 30th June of that financial year;
- An agreement made should not extend beyond two years;
- Council acknowledges that some ratepayers may be experiencing hardship and as such, extenuating circumstances can be taken into consideration if any of the above three conditions cannot be met. In this instance, debtors may be required to complete an application under hardship provisions detailing personal financial information.
- Should the debtor not meet the conditions of the agreement without prior contact with Council, the agreement will be cancelled and debt recovery action will commence.

4.5. INTEREST

Interest accrues on a daily basis, in accordance with Section 566 of the Local Government Act 1993, on rates and charges that remain unpaid after they become due and payable. The rate to be charged is the maximum allowed as announced by the Division of Local Government and advertised in Council's Operational Plan.

Ratepayers who are unable to pay accrued interest on rates and charges for reasons beyond their control or because payment of the accrued interest would cause them hardship, may apply to have the accrued interest written off under Section 567 of the Local Government Act 1993.

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4.6. WRITING OFF ACCRUED INTEREST

Applications for writing off accrued interest under the hardship provisions of the *Local Government* Act 1993 shall be determined on the merits of each individual case, on the basis of whether or not the hardship criteria have been satisfied by the applicant and a proper opinion can be formed. The above is not applicable to the writing off of interest amounts raised in error.

4.7. WRITING OFF RATES

Rates or charges (including accrued interest) or other debts will be written off only by resolution of Council or under delegated authority. Any interest which has to be written off due to hardship will be written off by the end of the financial year after confirming if the ratepayer has adhered to the agreed arrangement. Where an arrangement is broken due to missed payments or dishonoured payments, the interest will not be written off.

4.8. SALE OF LAND FOR UNPAID RATES AND CHARGES

Council is to avail itself of the procedure for sale of land for unpaid rates and charges provided for by Part 2 Division 5 of the Act where appropriate

4.9. PENSIONERS

Due consideration is to be given to pensioners, taking into account income and other circumstances. Legal action against pensioners will be a last resort, again depending on the circumstances.

4 9 SUNDRY DEBTORS

Recovery action will commence when invoices issued are not paid by the due date unless arrangements have been entered into (in writing) to make periodical payments.

Due Date for Payment

Invoices for sundry debtors are due for payment thirty (30) days from the date of issue of the invoice.

Reminder

As with rates, a reminder is to be sent to sundry debtors where no payment has been made, within twenty-one (21) days of the due date for payment. Reminders will be made via letter, email or phone call as appropriate.

Demand Letter

A Demand Letter is to be sent by Council's debt recovery agency to any sundry debtor that has not made payment of the amount owing within twenty-one of the date of the Reminder Letter. The Demand Letter will demand payment within Twenty-one (21) days and advise that Council may take legal action to recover the amount without further notice if it is not paid within that time.

Debt Recovery

Council is to instruct its external debt recovery to commence legal action with the issue and service of a Statement of Claim against any sundry debtor with an amount owing greater than \$1000 and who has not:

- a) Come to an arrangement for payment of the debt; or
- b) Made written application for waiver, credit or reduction of the debt; or

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c) Taken some action to dispute that the amount is payable.

Obtaining Judgment

Council is to instruct their external debt recovery agency to make application for judgment if, within the time allowed by the relevant legislation (currently twenty-eight (28) days after service of the statement of claim), the ratepayer has not:

- a) Paid the debt and costs claimed; or
- b) Filed a defence; or
- c) Filed an acknowledgement of claim; or
- d) Come to an arrangement to pay by instalments; or
- e) Taken any other action that means Council is unable to apply for judgment.

Enforcing Judgment

Council is to instruct their external law firm to enforce any judgment obtained by one or more of the following methods as advised by their external law firm:

- a) Writ against property.
- b) Examination.
- c) Garnishee of bank accounts.
- d) Garnishee of wages or other debts.
- e) Bankruptcy.
- f) Winding up of companies.
- g) Such other method as Council is advised.

Arrangements

Council is able to come to an arrangement with any sundry debtor for payment of the amount owing (including any costs and interest).

Any request for an instalment arrangement from a sundry debtor must be in writing and Council will not consider any request until it has been submitted in writing.

Whether or not Council agrees to any arrangement proposal is entirely in the discretion of Council and the following should be taken into account:

- a) The debt size;
- b) The debt age;
- c) The time it will take to pay;
- d) The conduct of the debtor, including any previous arrangements and their outcome;
- e) The amount of costs incurred;

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- f) The financial circumstances of the debtor, to the extent that Council is aware of them; and
- g) Any other matter Council considers relevant.

If Council accepts a proposal from a sundry debtor for payment of a debt by instalments, that acceptance is to be confirmed in writing. The confirmation is to:

- 1. Refer to the written offer to pay by instalments received;
- 2. Set out the amount payable under the arrangement;
- 3. Confirm that the arrangement only applies to that amount payable;
- 4. Set out the arrangement itself;
- 5. Urge the debtor to contact Council prior to the due date for payment should they be unable to comply with the arrangement; and
- 6. Advise that Council reserves the right to continue action without notice should the debtor default on the arrangement

Defaulted Arrangements

Should a sundry debtor default on a payment arrangement then recovery action is to continue from the last stage it reached prior to the arrangement being entered into

5. IMPLEMENTATION

5.1. Roles and Responsibilities

The following Council officers are responsible for the implementation and the adherence to this policy:

- General Manager
- Chief Financial Officer
- Manager Finance
- Management/ Financial Accountant
- Assistant Accountant
- Rates Officer
- Finance Support Officer

5.2. Communication

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

5.3. Associated Documents

The following documentation is to be read in conjunction with this policy.

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Hardship Policy

6. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be every two (2) years from the effective date. The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The Chief Financial Officer is responsible for the review of this policy.

7. LEGISLATIVE AND LEGAL FRAMEWORK

This policy is to be read in conjunction with the following:

- Local Government Act 1993
- Local Government (General) Regulation 2005
- Office of Local Government Debt Management and Hardship Guidelines, November 2018
- Local Government Code of Accounting Practice and Financial reporting
- Australian Accounting Standards
- Division 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

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Debt Recovery Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

Office of Local Government

DEBT MANAGEMENT AND HARDSHIP GUIDELINES

November 2018



GUIDELINES UNDER SECTION 23A OF THE LOCAL GOVERNMENT ACT 1993

DEBT MANAGEMENT AND HARDSHIP GUIDELINES

NOVEMBER 2018

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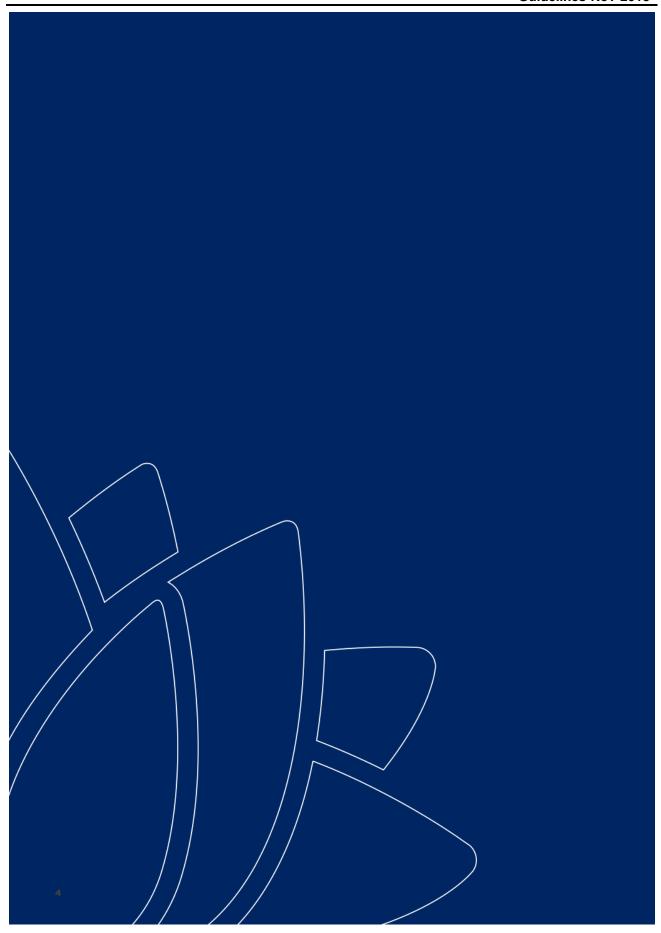
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Debt Management and Hardship Guidelines

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Foreword

Council rates and charges fund a vast array of services, infrastructure and facilities that local communities rely on. It is therefore vital that councils have good policies and processes in place to ensure rates and charges are collected promptly, fairly and efficiently, while minimising the risk of debt from overdue payments.

Local communities expect governments, including councils, to have modern payment processes in place that best suit current day needs, including electronic payments of rates and charges and options to smooth out payments across the year for more substantial bills.

It is important for councils to recover debt from unpaid rates and charges fairly and equitably. Councils are encouraged to give special consideration for people facing hardship to limit unnecessary fees, interest and legal costs that can cause additional financial stress in difficult times

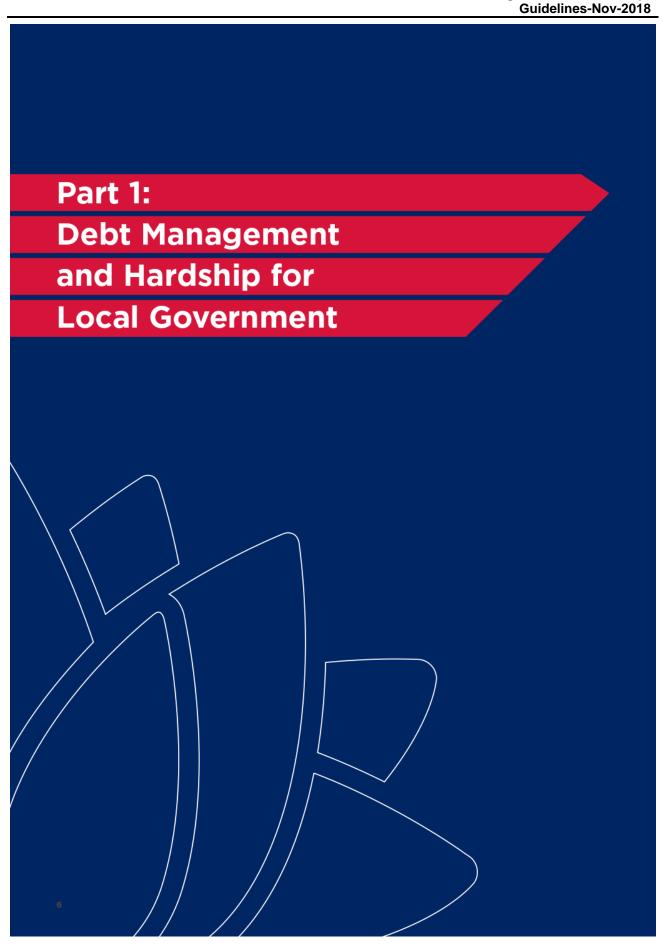
To support NSW councils to develop and apply modern, fair and effective debt recovery and hardship policies and practices in line with the requirements of the *Local Government Act 1993*, the NSW Office of Local Government, in conjunction with the NSW Department of Justice, has published these section 23A Debt Management and Hardship Guidelines.

The Guidelines set out information that councils must take into account when developing and implementing debt management and hardship policies, as well as best practice examples of easy-to-follow communication, hardship assessment, early mediation and dispute resolution.

They should be implemented alongside appropriate financial management practices to enable councils to maintain financial sustainability and achieve financial performance benchmarks.

Tim Hurst

Chief Executive
Office of Local Government



1.1 Introduction

NSW councils collect rates and charges each year in line with the *Local Government Act* 1993. Councils receiving funds on time are in a better position to be financially sustainable and continue to deliver the services and facilities local communities need and expect.

Each council should adopt robust, fair and transparent policies and procedures outlining how they will communicate with ratepayers, collect monies owing, assess hardship claims and, where necessary, recover overdue payments to manage debt.

Good debt management by councils generally flows from having good rates and charges collection processes in place.

The Office of Local Government has worked with the NSW Department of Justice to prepare these Debt Management and Hardship Guidelines.

The Guidelines support councils to review and update existing debt management policies and practices to collect rates and waste charges, water and sewerage charges, and align them to best practice across the sector. They provide guidance on proactive measures councils can take to ensure prompt payment and minimise default, as well as how to follow up ratepayers and recover any debts incurred fairly and effectively.

When recovering debt, and at other times, councils must consider whether a ratepayer is facing hardship and the best way to support a person in hardship to pay their bills. Guidance on developing relevant hardship policies and procedures is also included.

Councils must take these section 23A Guidelines into account when exercising debt management and hardship functions or making relevant decisions. Debt Management and Hardship policies may be prepared separately or as a comprehensive article but must be integrated in their application.

Some helpful definitions for key terms in these Guidelines are set out at **Appendix A**.

1.2 Status and scope of Guidelines

The Guidelines are issued under section 23A of the *Local Government Act*. Councils must therefore take the Guidelines into account when implementing local debt management and hardship policies and/or procedures. They apply to all NSW councils, whether or not debt recovery functions are outsourced.

While the Guidelines have been developed with particular reference to collecting debts from individual ratepayers, much of the information will also be relevant to the collection of other debts, such as from businesses or other organisations.

Councils must always seek and be guided by their own independent legal advice on these matters.

The Guidelines have drawn on best practice material in a number of NSW council policies and the Debt collection guideline: for collectors and creditors (Commonwealth, 2015) and the Debt Recovery Guidelines – Responsible collection of State debts: Guidelines for Revenue NSW to collect State debt (Revenue NSW). Valuable and timely feedback from the Revenue Professionals and a number of its member council practitioners is also acknowledged.

1.3 Objectives

The Guidelines assist councils to develop policies and procedures that provide for:

- efficient and effective collection of council rates, charges and outstanding debt
- contemporary and flexible options to collect money from ratepayers
- fair and equitable treatment of ratepayers, including those facing hardship
- how to identify and work with ratepayers in hardship when collecting money
- reduced use of expensive court processes to recover debts
- improved financial sustainability of councils, including performance in managing outstanding rates and charges, and
- compliance with legislative requirements, including the Local Government Act and privacy laws.

1.4 Legal framework

The Local Government Act provides the legal framework for how councils set and levy rates and charges each year and recover debt from overdue rates and charges, including for waiving or reducing rates in cases of hardship. A best practice debt recovery summary flowchart is set out at Appendix B.

Rates and charges are set in a council's Revenue Policy as part of their Integrated Planning and Reporting requirements. Rates and charges are made by 1 August each year. Notices state rates owing, any arrears and interest, any postponed rates, amount due and date to pay. Notices also advise that interest accrues after the due date, at a daily rate set by council up to a cap set yearly under the Local Government Act.

Councils are permitted to agree to periodic payments of rates and charges, write off accrued interest and postpone rates payments. In extreme cases, councils may also sell land to recover unpaid rates and charges. Councils may also provide discount incentives for prompt payment in full, if desired.

Hardship provisions are stipulated to encourage councils to have fair and equitable policies in place to assess hardship claims, particularly for pensioners, and procedures that make it as easy as possible for ratepayers in hardship to pay.

The NSW Government encourages councils to incorporate modern and flexible periodic and electronic payment systems and other incentives to make it as easy as possible for ratepayers to pay promptly and to minimise the risk of debt.

Relevant legislative excerpts from the *Local Government Act* and a list of other relevant laws are at **Appendix C**.

1.5 Principles

The advice and options in this Guideline are based on best practice from across the local government sector, with reference to a set of guiding principles.

Councils should consider the following guiding principles in establishing or reviewing their own policies and practices to support effective debt management:

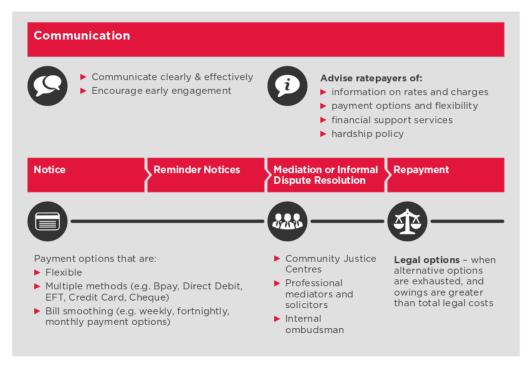
- clear and accessible communication –
 easy-to-understand information about
 rates and charges, how to pay, hardship,
 who to contact and the council's approach
 to overdue rates and dealing with
 hardship claims
- local flexibility providing payment options and processes that meet local needs and the special circumstances of those facing hardship

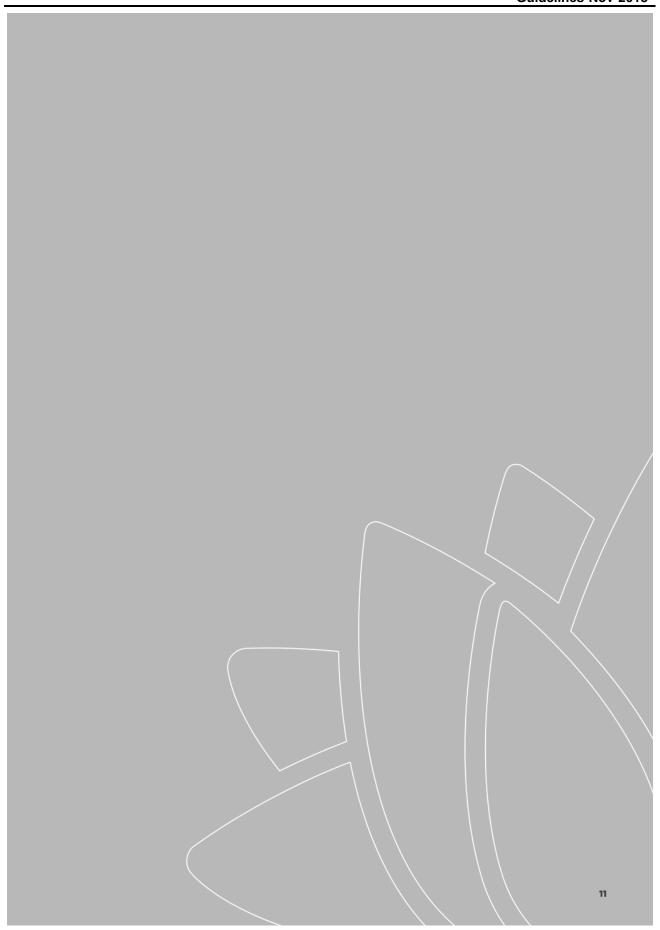
- fair, equitable and respectful treatment
 of all ratepayers, including respectful
 communication with those facing hardship
- a 'stop the clock' approach to suspend debt recovery, legal action and interest accrual while a ratepayer's hardship application is awaiting determination, or while they are complying with an approved payment arrangement
- informal action first timely action to prompt payments and communicate relevant information when following-up overdue amounts prior to taking formal action
- minimise costs try to achieve payment without increasing ratepayer debts
- maintain confidentiality and privacy –
 information provided by applicants is
 treated confidentially and only used for
 appropriate purposes, such as to assess a
 hardship application
- regular review of policies and procedures

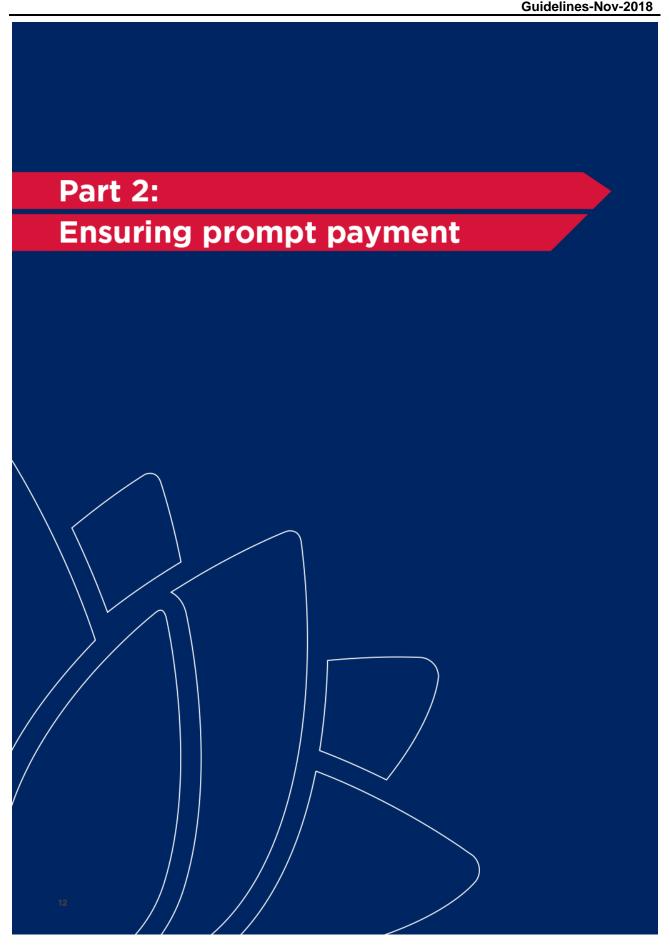
 to identify good practice and areas for improvement, and
- consistent debt management and hardship approaches and policies.

1.6 Good practice summary flowchart

Figure 1 below summarises the good practice approaches to debt recovery and hardship taken by a number of NSW councils. These are further expanded on and explained in the following sections of the Guidelines.







When ratepayers act and pay promptly, and when councils are fair and realistic, the need for debt management is reduced. Below are some practical ways that councils can assist ratepayers to act promptly to meet their financial commitments.

2.1 Information for ratepayers

Most ratepayers act responsibly if they are given enough information about the rates and charges they owe, as well as reasonable opportunity and flexibility to pay in an easy and timely way that takes their needs into account.

Councils should support this approach by ensuring that their policies and procedures:

- allow for alternative payment options including flexible payment arrangements before rates are due – for example, periodic payments (i.e. weekly, fortnightly, monthly or quarterly), and electronic payment options
- authorise council staff to make suitable payment arrangements with ratepayers that have not paid on time, such as a Time to Pay agreement
- include helpful information on rates notices to encourage ratepayers to contact council early if they may have difficulty paying, and
- encourage staff to refer ratepayers making enquiries to financial counsellors and other low cost support services.

Councils can take proactive steps to reduce overdue payments and support ratepayers experiencing hardship such as:

- · promoting debt recovery and hardship policies
- developing clear, simple information, such as 'fact sheets' about rates and charges and options available to make sure they are paid on time

- translating material into other languages commonly used in their local area or including a list of local language services
- promoting flexible payment options in other communication materials, and
- improving access to policies, e.g. having key search terms to find them online (i.e. "debt recovery", "local government", "rates", "hardship").

Councils may also consider offering a discount on rates for ratepayers that promptly pay their rates in full under section 563 of the *Local Government Act*.

2.2 Rates and charges notices

Councils recover rates and charges owed by issuing a notice under section 546 of the *Local Government Act*. Information that must be included on rates and charges notices is listed in clause 127 of the *Local Government (General) Regulation 2005*.

Some ratepayers have difficulty navigating and understanding the complex and detailed information in rates notices. To support understanding and timely payments, councils should include in their policies and procedures how they will ensure notices have accurate, easy to understand and accessible information.

For example, while formatting is not prescribed, councils should design rates notices to be accessible and easy to understand. Councils with diverse communities should consider translating key information on rates notices into relevant languages.

Some important information to highlight prominently on, or with, notices includes:

- name of rateable person every effort should be made to identify this
- · the rate or charge amount due
- any outstanding rate or charge overdue and any interest charges
- · when each payment is due
- · payment options
- how to contact the council with any questions about the notice
- where to go for further information, such as a link to the council website, on:
 - a council's financial hardship policy
 - any English as a Second Language (ESL) services, and
 - local financial counselling services.

Good Practice Case Study

A number of councils are sending out a flyer with their rates notices to provide advice to ratepayers about what to do if they cannot pay on time.

2.3 Modern and flexible payment options

Ongoing advances in technology are making it easier than ever for councils to create easy payment options for ratepayers. Communities expect councils to provide modern and flexible options that support easy payment and take into account different needs and circumstances.

Electronic billing and payments

Electronic billing and payments help to make sure that bills are received and payments are made on time, including for ratepayers living or travelling outside the local government area, and allow ratepayers to schedule payments and avoid going in person to a council during regular work hours.

NSW council policies should enable ratepayers the opportunity to make payments electronically and enable ratepayers to enter into an agreement to receive their rates notices electronically (via email).

Periodic payments and payment smoothing

Most people need to budget in advance for significant annual expenses, such as rates, waste, water and sewerage charges, as well as other utilities and insurances.

Councils should provide flexible options to enable periodic payment as do most modern businesses and governments. This may include 'payment smoothing' to reduce the impact of large bills by spreading payments evenly out across the year.

Allowing ratepayers to make small, consistent payments helps councils obtain rates and charges on time and helps ratepayers manage their budget more easily. Councils should consider combining this with a direct debit option, potentially with a discount incentive, to create seamless, automatic payments.

Council should enable periodic payment options, including payment smoothing, to help ratepayers pay on time. This may be as frequently as monthly, fortnightly or weekly to balance convenience to ratepayers with what is practical for councils.

Section 564 of the *Local Government Act* enables councils to enter into agreements with ratepayers that allow periodic payments to be made, at the council's discretion.

Councils should consider preparing a template agreement to make it easier to provide this option to all ratepayers.

Centrepay

Centrepay is a voluntary way for people to pay bills directly from their Centrelink payments through regular automatic deductions.

Councils should consider using and promoting Centrepay to ratepayers as an easy way to pay rates and charges through regular deductions from Centrelink payments. There is no cost to the ratepayer and councils pay a small transaction fee based on an agreement negotiated with the Commonwealth Department of Human Services.

Benefits to councils include reduced administrative costs, a secure option that helps ratepayers on lower fixed incomes to automatically pay bills on time, and a reduced risk of overdue rates and charges and recovery costs. Further information is at: www.humanservices.gov.au/individuals/services/centrelink/centrepay

2.4 Contacting ratepayers, currency of contact details and privacy laws

Councils should include information in their policies and procedures about their approach to proactively contacting ratepayers to collect rates and charges and recover debt beyond the legal requirements to serve rates and charges notices under section 127 of the Local Government (General) Regulation (see Appendix C).

Policies and procedures should include information about:

- reasonable and appropriate contact for the council to contact a ratepayer about rates and charges payments and any outstanding debt
- ensuring contact details are current for what a council will do in this case, for example, if a rates notice is returned to the council
- reasonable and appropriate follow-up to again contact a ratepayer
- conduct towards a ratepayer in line with the law and the council's Code of Conduct and including respect and courtesy as well as protection from misleading, humiliating, intimidating, demeaning or abusive conduct
- how information will be used and confidentiality and privacy will be maintained, and
- strategies for dealing with inappropriate behaviour from ratepayers – potentially including training, escalation of matters to be handled by senior staff and ceasing contact in extreme situations.

Councils, or their debt recovery agent if this function is outsourced, should proactively update contact details and contact ratepayers about rates and charges owed, and outstanding debts while maintaining confidentiality and meeting privacy protection laws.

Councils should consider reviewing their Privacy
Management Plans and Privacy
Notification/Consent Forms
to ensure they have resident and ratepayer permission to share personal information between internal business units of the council for general administrative purposes, including the collection of rates and charges.

Taking a proactive contact approach will help resolve payment issues and outstanding debt quickly and cheaply with little adverse impact on finances and ratepayers.

Appendix D to this Guideline provides further detail about best practice on contacting people to recover debt based on other relevant debt recovery guidelines.

2.5 Payments by pensioners

Under the Local Government Act eligible pensioners are currently entitled to a \$250 discount on their annual rates and domestic waste management service charges, as well as an \$87.50 discount on each of their annual water and sewerage charges in NSW, with the subsidy cost shared between the NSW Government (55%) and councils (45%).

Councils can choose to provide and meet further pensioner discounts on these rates and charges for hardship or in certain circumstances (s575).

The Local Government Act outlines separate requirements and flexibility for pensioners in relation to overdue rates and charges which councils must consider when adopting local debt management and hardship policies. Councils should balance the need to ensure financial sustainability with factors such as local socio-economic conditions and social justice principles.

Strategies councils should consider for pensioners include:

- working to achieve payment through informal means
- actively promoting flexible payment options, such as time to pay (s564)
- mandatory review before commencing legal action to recover debts
- · deferring rates payments
- · writing off debts (s582 and 583), and
- considering individual circumstances of pensioners.

These strategies are also relevant for other ratepayers.

Further information about pensioners is under section 3.4 and section 4 of these Guidelines.

2.6 Measuring council performance

Councils should monitor and report on their financial performance to ensure they are financially sustainable. This reporting provides each council with a means to check how they are going over time and identify areas where further attention is needed.

A key indicator of council financial performance is outstanding rates and charges. For this purpose, these payments are outstanding if they have been overdue for at least 30 days.

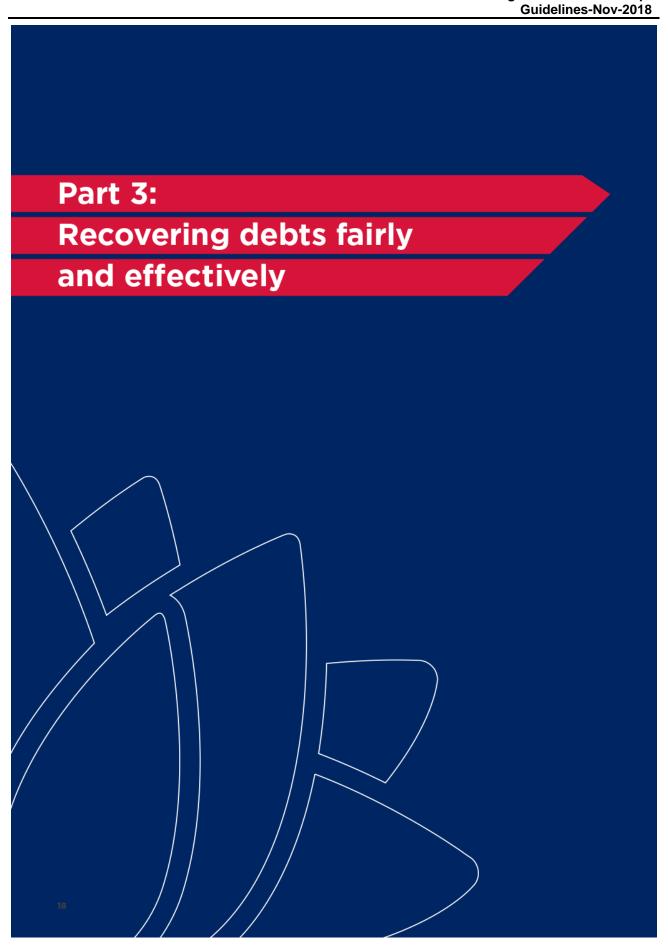
The local government performance indicator for outstanding rates and charges is presented as a ratio. This ratio reflects the impact of uncollected rates and charges on liquidity and the efficiency of council's debt recovery practices by comparing outstanding amounts to the total amount of rates and charges levied by each council.

The Office of Local Government has set councils a performance benchmark of:

- less than 5% for councils in city and coastal areas, and
- less than 10% for other regional and rural areas.

In 2016-17, outstanding rates and charges for NSW councils ranged from 1.1% to 35.7%, with outstanding amounts owed ranging from \$140,000 to \$25.98 million. The figures clearly show that, while some councils are meeting their performance benchmark, others are not.

Councils should regularly check the total value of outstanding rates and charges as well as their performance against the State-wide performance indicator.



Councils and communities rely on rates and charges to fund vital local services and facilities. Councils need effective debt recovery policies in place to recover rates and charges in a timely way to ensure they remain financially sustainable and able to continue to deliver quality services.

However, from time to time some ratepayers will face difficulties, such as loss of employment or illness, and councils need to take a fair and flexible approach to managing their debts.

To balance these considerations, councils should have policies that first seek to recover outstanding payments using a fair and effective process that promptly determines how each debt will be paid outside a formal court process. This minimises overall costs to the individual ratepayer, who may already be facing difficulties, and cost to the community.

Council Activity in the NSW Local Courts

In 2013 NSW councils filed 34,098 actions in the Local Court. Of these claims, around 95% were for unpaid rates and charges. The average claim was \$1,600 and over 80% were for less than \$2,000. Almost 70% of these matters settled, were paid or written off by councils prior to judgement.

In around 27% of these matters the ratepayer did not file a notice of defence in the court action. This means that these ratepayers were either not aware of the proceedings, did not understand the court process, were not willing to make a response to the claims, or were unable to seek representation.

3.1 Debt management options

Each council should determine how best to resource their debt collection and recovery role based on local circumstances and need.

While some councils undertake this role in-house, others engage professional businesses or debt recovery agents.

Agents acting on behalf of councils do so under express or implied authority. The council is ultimately liable for the agent's actions in recovering debt and the debt management process, as for any in-house debt recovery process.

Where councils choose to outsource debt collection and recovery, they should have appropriate contracts and operations in place that take into account **sections 2.4** and **3.2** of these Guidelines and the following principles:

- contacting ratepayers this should require clear, fair and efficient processes to identify, locate and contact ratepayers to recover debt
- provision of information and documents –
 this should facilitate prompt and efficient
 processes for agents relaying requests to
 the council, and for councils to respond to
 those requests, and for collection activity to
 be suspended at times when it is arranged
 for the council to respond directly about
 account information or documents

- conflicts of interest this should require any conflicts to be identified, declared and managed, including circumstances where the same business is performing other work for the council and/or is representing council in any subsequent legal action
- personal conduct this should require agents to approach ratepayers with respect, courtesy and discretion
- pensioners and others facing hardship this should set out special requirements for how these ratepayers are to be assessed and managed to meet council's legal obligations and policies
- use of alternative resolution options this should set out the council's requirements around attempting to resolve matters informally before filing in court and/or to follow certain dispute resolution guidelines or procedures, and
- confidentiality and privacy this should set out how personal information must be managed, including limiting provision and use of information.

3.2 Reminder notices and payment arrangements

Even councils that proactively use best practice to support ratepayers to pay rates and charges on time will have some outstanding payments to manage each year.

Councils are required to issue an annual rates and charges notice and reminders of each quarterly instalment one month prior to the relevant due date.

If a rates instalment is overdue, councils should issue ratepayers with a reminder notice, advising that full payment is required by a stipulated due date, unless a payment agreement has been made or a deferred payment has been approved.

Where contact details are out of date or rates notices are returned to the council, there is little advantage in issuing multiple reminder notices. In this case, councils should make attempts to obtain current ratepayer contact details. See **Appendix D** for information about how some councils achieve this.

Payment arrangements and repayment negotiations

Generally, if a ratepayer fails to meet two payment arrangements, councils issue a reminder notice advising that full payment is required within the date specified, after which debt recovery action will commence.

Councils are encouraged to work with ratepayers by taking a flexible and realistic approach, such as by:

- making reasonable allowances for ongoing living expenses
- considering if the ratepayer is on a fixed low income (for example a disability pension or other welfare payments) and prospects of future income, and
- · any other debts owing to different creditors.

Under no circumstances should councils provide ratepayers with financial advice. Any repayment arrangement reached should be fully and accurately documented and a copy provided to the ratepayer.

Where this prompts a ratepayer to reveal financial or other difficulties preventing payment, councils should follow special policies and procedures to assess and deal with hardship, as discussed in **Section 4**.

Council policies and procedures should include information about how best to deal with non-payment.

Councils should consider checking currency of contact details at the reminder notice stage, if they appear out of date, and how best to bring the notice to the ratepayer's attention (see also **section 2.4** and **Appendix D**).

Some councils offer prominent 'Change of Name' and 'Change of Address' services online for ratepayers and regularly undertake electronic ratepayer contact detail updates.

Councils should develop a template reminder notice for overdue payments including:

- amount owing and date on which payment was due
- any interest charges that apply, or will apply, under the Act
- advice that the ratepayer should contact council immediately to discuss an alternative payment arrangement if unable to pay in full
- · contact details to discuss the debt
- advice that the council officer will be respectful, courteous and discreet when working with the ratepayer to resolve the matter
- notification that, if payment is not made, council will first seek resolution through internal dispute resolution but may need to resort to legal proceedings
- notification that all legal costs and expenses incurred in recovering rates will be charged against the property under the Act
- advice where to find further information about local support services, including free legal advice or financial counselling
- confirmation that council may agree to a payment arrangement before or after legal action has commenced but may continue legal action if the ratepayer does not comply with their arrangement with council, and
- notification, if relevant, that the ratepayer will be listed on the Credit Reference listing by credit bodies if payment is not made by a certain date.

If a ratepayer does not pay by the date on the reminder notice, council should consider issuing a final notice or letter of demand before taking legal action. Council should again try to find current contact details prior to sending the notice.

The final notice should repeat the reminder notice information, refer to the previous reminder notice and confirm that council will take further action without notice unless payment is made or the ratepayer negotiates an alternative arrangement with council.

3.3 Counselling, mediation and informal dispute resolution (IDR)

Local court data shows that councils file many claims for small debts at a much greater rate than State and Commonwealth governments, electricity and water providers combined. This results in unnecessary time, cost, use of court resources and stress on ratepayers. It can also indicate poor debt management practices.

Council should let ratepayers know about legal and financial counselling options, as well as any mediation or dispute resolution processes in place to help resolve issues.

Importantly, if a ratepayer is actively participating in a dispute resolution process, has made an application for financial hardship that has not yet been determined, or is complying with a payment arrangement made with a council in good faith, any action to sell the debt, retrieve the debt or start legal proceedings should be suspended (and then only be commenced if liability is confirmed).

Any business or agent acting on the council's behalf must also be aware of the council's policy in relation to mediation and dispute resolution. Further detail about different levels of mediation and dispute resolution is below.

Referring ratepayers to legal and financial advice

Councils can outline options for ratepayers to access support services to help resolve legal or financial issues and/or negotiate arrangements to manage debt. This will be mutually beneficial as it may result in an early agreement about payment arrangements.

Community legal centres and financial counsellors assist people resolve debt issues by • advice about budgets, options for reducing providing free, tailored expert advice. Solicitors from these centres or Legal Aid can provide legal advice and assistance to ratepayers.

Financial counsellors provide a mix of social, financial and paralegal advice and advocacy on debt issues. Assistance can include:

- · assessing whether or not the debt is legally owed
- · advice around protected income and assets (in broad terms, where a ratepayer's sole income is social security and they have only basic household assets, a creditor may be unable to enforce a debt against them), and
- expenses and possible debt repayment strategies, and
- · negotiating with other creditors to free up income that can assist people to pay rates and other essential charges.

Support services councils should refer ratepayers to

www.moneysmart.gov.au/managing-your-money/managing-debts Financial Advice, including financial counsellor search function

www.legalaid.nsw.gov.au/get-legal-help/find-a-service Legal Aid service (Legal Advisers)

Community Legal Centres in different local government areas: www.clcnsw.org.au/find legal help

Mediation, negotiation and informal dispute resolution (IDR)

Mediation or informal dispute resolution is a quick, cheap, flexible and confidential process. It can help preserve business or personal relationships.

Mediation or informal dispute resolution is a key option to support councils to reach a payment arrangement with a ratepayer and many councils report high success rates using this. This should occur before any legal action is commenced. It may also occur during resolution of a legal claim or after a court has made a judgement.

Council policies should include Informal Dispute Resolution options. Timely mediation to resolve debt informally, prior to filing in court, benefits both councils and the ratepayers. It is effective and efficient best practice.

Options for mediation and informal dispute resolution differ across NSW and include:

- Community Justice Centres these centres provide free, community mediation services and can assist with many disputes, including debts
- Professional mediators and solicitors a list
 of people able to assist at cost is available
 through the Law Society of NSW and District
 Court of NSW this is usually only appropriate
 for larger outstanding debts, and
- Internal Ombudsmen.

3.4 Specific considerations for pensioners

Where a ratepayer that owes council a debt for rates and charges is a pensioner, additional options for support and flexibility may exist.

Councils should bring these options to the attention of ratepayers as soon as possible to minimise further costs accruing to those ratepayers and should set out in their policies and procedures how pensioner matters will be handled and relevant factors to consider in assessing applications.

For further information about pensioners refer to **Section 4** of these Guidelines.

3.5 Water and sewerage charges

Like rates and waste charges, councils levy ratepayers for water and sewerage services council provides. To the extent possible, the overall debt collection and recovery process should be consistent with the recovery of rates and charges.

Also like for rates and waste charges, pensioners are eligible for a discount on their water and sewerage charges.

While some special considerations apply to collecting these charges and responding to overdue payments, councils should also ensure they have appropriate policies and procedures in place to manage non-payment for water and sewerage charges.

Notifying ratepayers and occupiers

Particular considerations that should be included as part of these policies will apply where council may consider restricting water supply due to non-payment.

Councils should be aware that:

- a decision to restrict water supply must be consistent with the Local Government (General) Regulation and allow sufficient water use to maintain personal hygiene
- if payment is not made after a reminder notice is issued, council may choose to issue a notice of Intention to Restrict Water Supply
- notices should advise what action will be taken and a time period set by council, together with other matters usually set out on a reminder notice for rates
- notices should be sent to the legal owner of the property affected at his or her last known address and a copy sent to the 'Occupier' at the property address
- if council receives no response to a Notice
 of Intention to Restrict, a further Water
 Restriction Notice should be served on the
 occupier, and, the property owner at their
 last known address. This further notice
 should state when service will be restricted,
 at least 7 days from the date of the notice
- arrangements for payment should not be entered into directly with tenants
- if payment is not received and a restrictor is installed, a notice should be given to the occupier advising that water supply has been restricted or, if that is not possible, left at the property address, and
- the final notice should state that water supply will not be restored until payment is made, including a reconnection fee.

3.6 Writing off debt

If a debt cannot be recovered, or a council chooses not to take any further action, outstanding debts should be settled, where legally allowable.

One option is to reduce or write-off an outstanding debt. This can happen before, during or after any legal action is commenced, and may include:

- rates and charges in certain circumstances
 clause 131 Local Government (General)
 Regulation
- accrued interest s.567 Local Government Act
- pensioners' rates and charges s.582 and 583 *Local Government Act*, and
- sundry fees and charges s.610E, Local Government Act (after public notice).

Further information about the procedures for these actions is set out in the <u>Council Revenue</u> and Rating Manual.

Bad debts may be written off by a General Manager with delegated authority. For example, an elected council may resolve that the General Manager can write off debts below a certain amount or in specific circumstances without council resolution in accordance with the *Local Government Act*, such as in cases where it is believed that an attempt to recover the amount would not be cost effective.

3.7 External Dispute Resolution options

Businesses in many industries belong to an external dispute resolution (EDR) scheme. Specialist collection and debt purchasing agencies may also decide to join a scheme. At times, these schemes can help to resolve disputes that are unable to be resolved through the council's internal or informal dispute resolution processes.

Some councils are members of the Energy and Water Ombudsman scheme (EWON). Councils may wish to consider joining such a scheme for water charges. Further information is available at: www.ewon.com.au/.

The benefits of external review are that it provides an independent and transparent process to present a case, explain decisions and often resolve issues before the need for court action. It can also inform continual improvement in council policies and procedures.

Council policies should specify any circumstances in which outstanding payment issues are to be elevated to more formal dispute resolution processes.

3.8 Legal options

While there are a number of local government court claims for unpaid rates in NSW each year, only 0.1% go to a final hearing. Almost all disputes are resolved through negotiation or other informal dispute resolution processes prior to judgement, and this is often required before a claim can be heard.

Court claims dealing with unpaid rates and charges can waste time, resources and cause unnecessary stress to ratepayers. Excessive court claims by councils can be a sign of poor debt recovery practices.

Councils should take legal action in court as a last resort rather than a matter of practice. This should only occur if an informal payment arrangement with a ratepayer is not successful, a ratepayer breaches an existing payment arrangement or a ratepayer has a long history of not paying rates and charges.

In considering whether to commence legal proceedings, councils should also consider the amount of a debt, how overdue it is and action taken to date. Special considerations may apply if the ratepayer is a pensioner, has a mental illness, is in hardship or otherwise requires assistance to defend a legal claim.

Councils should develop and apply a set of principles or criteria as part of their policies to assist in their decision about whether to proceed with legal action. This could include whether the ratepayer has:

- attempted to contact council or make instalments
- · previously failed to pay their rates
- complied with any alternative arrangements to make payments
- more than one rates instalment outstanding, and
- participated willingly in mediation or other attempts to settle the debt.

Filing in court

Only when other options are exhausted – and a council determines the next best option is to file in court – councils may use the NSW Department of Justice Online Registry to file forms including Statements of Claim and applications for default judgement. This may reduce the need to engage agents to file matters for councils. Further information is at: onlineregistry.lawlink.nsw.gov.au/content/.

NSW Government Civil Justice Strategy

The Department of Justice is developing a new Civil Justice Strategy that places a strong emphasis on dispute resolution prior to filing in court, particularly by State agencies and councils. This strategy recognises that more than 95% of court matters settle before final judgements and that the formal justice system should be involved in civil matters such as outstanding debts only where necessary.

Statements of Claim

Councils can recover debts in the Local Court for up to \$100,000. A flowchart of the debt recovery process is at **Appendix B**. The Small Claims Division handles debts up to \$10,000. This provides a lower cost process with less formality, less technicality in proceedings and fewer rules of evidence. Costs that can be awarded are therefore capped to a fixed amount. Most matters are usually dealt with by court assessors rather than magistrates.

Court orders and recovery action

The court may order that a ratepayer owes a council a debt. If not paid, the council or agent may take recovery action. This should only be authorised by a council officer with appropriate delegation. Council policies that contemplate legal action should provide guidance about how to choose an appropriate course of action such as an examination summons or garnishee order. Councils should only ever choose options that are commensurate with the nature of the debt owed.

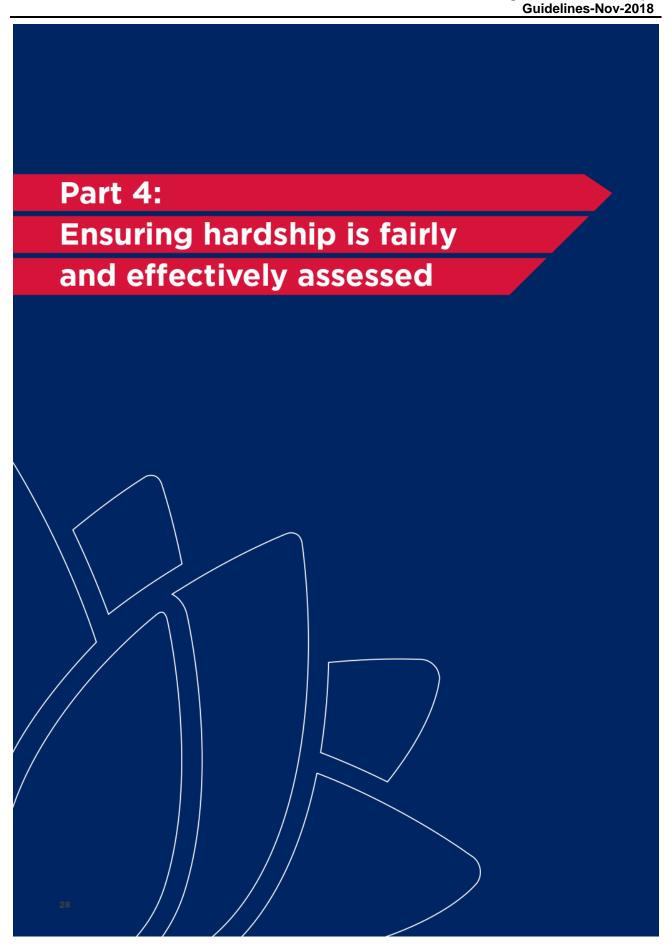
Sale of land for unpaid rates

Under Chapter 17, Division 6 of the *Local Government Act*, councils are able to sell land to recover rates and charges in certain circumstances where the debts have been outstanding for more than five years. Councils should only resort to this option as a last resort, particularly where a ratepayer lives on the property and the debt owing is a small amount. Councils should be guided by sound policies and procedures if taking this action.

If a property is sold and the amount received by council is less than the outstanding rates and charges, the council should consider the debt paid in full as per Section 719 of the Local Government Act.

If the amount received is more than the amount outstanding, the council will hold the money for persons having estates or interests in the land immediately before the sale according to their respective estates and interests.

Section 720 of the *Local Government Act* provides for councils to pay the balance of the purchase money or any part of the balance to or among the persons who are, in its opinion, clearly entitled to it. Receipt by the person of any payment made under this section is an effectual discharge of the council's liability.



Councils should act proactively, fairly, realistically and flexibly when they think a ratepayer may be experiencing hardship. They should also take into account the individual circumstances causing hardship. This will better ensure that the ratepayer is supported to meet their financial commitments.

Councils should ensure hardship information is easily accessible and understandable to ratepayers.

Councils should ensure that their hardship and debt management policies and procedures are integrated well, even if they are written as separate policies.

Many of the principles, policies and processes that apply to debt management, as outlined in the earlier sections of these Guidelines, also apply to hardship. Below is additional information that councils should take into account when preparing and implementing hardship policies and procedures.

4.1 Understanding hardship

Hardship is difficulty in paying debts when repayment is due. Any person who cannot pay their rates or charges due to hardship can apply to council for assistance at any time. Ratepayers should be encouraged to seek assistance from the council as soon as practical. The council should then consider each case on its merits.

Short term hardship can arise from a temporary change in circumstances:

- · Loss or change in income
- IIIness
- · Loss arising from an accident
- · Natural disaster or emergency situation
- Death in the family
- · Separation, divorce or other family crisis
- · Family violence, and/or
- Some other temporary financial difficulty due to loss of income or increase in essential expenditure.

Long term hardship can arise from any of the reasons listed above, or it can relate to the problem of managing living costs with a low or fixed income such as a pension or superannuation payment.

4.2 Clear and upfront communication with ratepayers about hardship

As for debt management generally, councils should adopt and widely communicate local hardship policies and procedures in an easy to understand and accessible format. This should include having fact sheets, forms and other information on the council's website.

Where possible, councils should include information about language services to support the hardship claim process.

Councils should additionally define and clearly communicate financial support contacts, or information about where contacts can be found, as part of their debt management and hardship communication strategies. Key contacts could include:

- · Financial Counsellors Association
- Financial Rights Legal Centre
- Mortgage Hardship Service
- National Debt Helpline, and/or
- · any other relevant services in the local area.

Councils should clearly communicate key sections of their debt management and hardship policy to ratepayers, including alternative payment options available to ratepayers (section 2.3), privacy provisions for ratepayers engaging with council (section 2.4), and arrangements for pensioners (section 2.5 of this Guideline).

4.3 Assessing applications for hardship assistance

Councils should have information in their policies and procedures about how they will consistently assess hardship applications.

Resources, such as hardship factsheets and application forms, should be easily accessible on the council website to allow ratepayers to make an application. Information should include a contact point in the council for any queries a ratepayer has. Applications should be able to be submitted by the ratepayer or by another person on their behalf.

How applications may be assessed

As each local community is different, councils should develop a methodology for assessing hardship based on local circumstances. Applications may be assessed by the council or a delegate (e.g. a Hardship Committee or council employee). Factors to be considered may include, but are not limited to, whether the ratepayer:

- has provided appropriate evidence of financial and/or other hardship
- · receives Centrelink benefits
- receives other benefits (e.g. emergency relief funding)
- whether the applicant could be considered in acute financial hardship, for example, if an individual earns below 75% of the minimum weekly wage
- is experiencing domestic or family violence involving financial abuse
- has been referred by an accredited financial counsellor, welfare agency or legal assistance service, or
- has a payment history that indicates they have difficulty in meeting payments in the past.
- has appropriately completed a hardship application form (if required).

Councils may wish to consider best practice hardship processes of peer councils and/or talk to Legal Aid NSW or local financial support agencies when developing their hardship assessment processes.

Capacity to pay

An individual's capacity to pay should be assessed as part of this process. The payment amount and/or payment plan should take into account and reflect a ratepayer's personal circumstances including, but not limited to:

- the ratepayers total disposable income and current financial commitments
- the number of children and/or dependents of the ratepayer, and/or
- advice from an accredited financial counsellor.

Financial hardship and council assistance

There are several ways the council may help a ratepayer who is experiencing financial hardship including, but not limited to:

- a payment plan or agreement (s564 of the Local Government Act) so that rates and charges (whether overdue or not) are paid on a weekly, fortnightly or monthly basis
- interest may be waived or reduced for a set period of time
- a pensioner rebate (additional to the legislated rebate) may be given
- interest, rates or charges may be written off, waived, reduced, or deferred for eligible applicants (s564, s577, s601 Local Government Act).

When a payment plan is being arranged, the delegated council officer should work with the applicant to ensure the plan is realistic in terms of the applicant's capacity to pay.

When a payment plan is agreed the applicant should be given written notice of:

- · how long the plan will last
- the amount of each instalment payable under the plan
- · the due date of each instalment
- what action the council will take if the applicant misses a payment
- who to contact if the applicant's circumstances change, and
- details of any payment deferral options (e.g. s601, Local Government Act).

Penalty interest charges may normally be written off or reduced if:

- if the applicant complies with their payment plan, or
- if the applicant is a 'first time' defaulter with a good payment history and there are mitigating circumstances.

Hardship application decisions and appeals

The council, or delegate deciding hardship applications, should generally make a recommendation to the General Manager about whether or not to grant hardship. The General Manager would then make a decision.

The applicant should be informed of the General Manager's decision in writing within a reasonable timeframe after making the application (say 14 days) and should be given reasons for the decision.

If not satisfied with the outcome, the applicant should be able to appeal the decision, potentially to the elected council. Any hardship request considered by the elected council should be done at a closed meeting.

Length of payment arrangements

Any form of assistance provided under a local debt management and hardship policy may be for 6 months, 12 months, or a period agreed to between both parties. A further application for hardship consideration may be made after this period.

Cancelling hardship arrangements

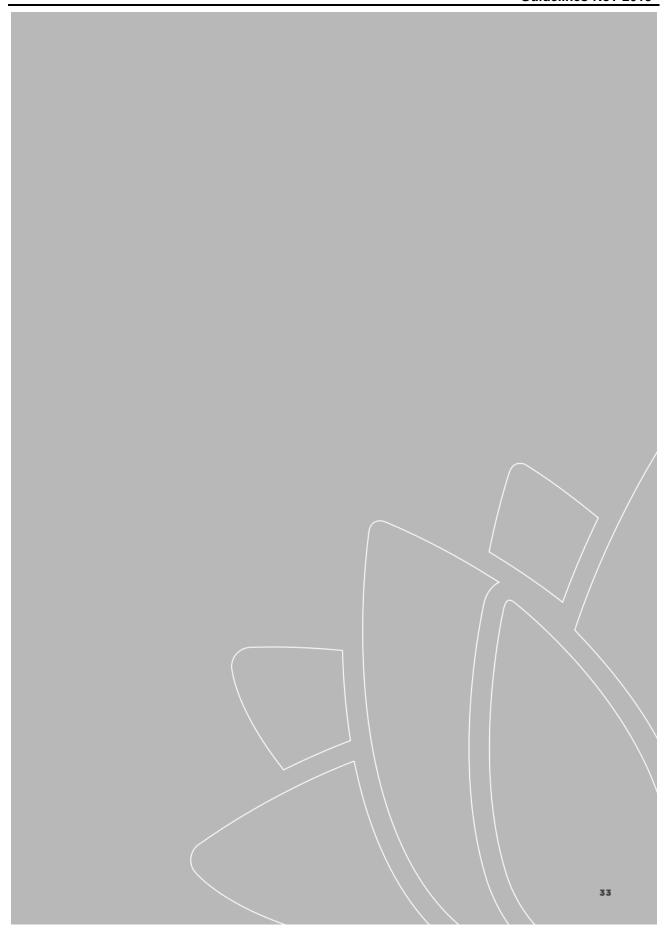
A hardship arrangement may be cancelled if the ratepayer:

- · fails to comply with their payment plan
- · no longer owns the land
- advises the council that financial hardship no longer applies, or
- provides false or misleading evidence of financial hardship to council.

Where a ratepayer fails to comply with their payment plan or contact the council about failing to pay, council should send a reminder to make a payment or contact the council.

If the ratepayer does not respond within an appropriate timeframe, say ten business days, and the council determines the payment plan is unlikely to be met, the payment plan may be cancelled and this decision communicated to the ratepayer in writing. The ratepayer's debt would then become subject to the normal debt recovery processes of the council.

Relevant checklists are in Appendices E and F.





Appendix A

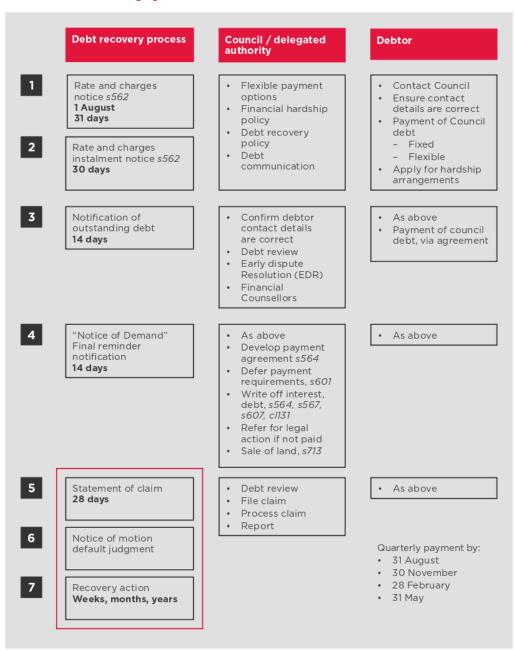
Definitions

Term	Definition
Agent	A person who has the express or implied authority to undertake collection activity on behalf of a council in circumstances where a debt has not been sold or assigned
Authorised representative	A person such as a financial counsellor, solicitor, financial advisor, carer, trustee or guardian who has been authorised by a ratepayer to act on their behalf
Capacity to pay	A payment amount or plan that takes account a ratepayer's personal circumstances including, but not limited to:
	a) total disposable income and current financial commitments
	b) number of children and/or other dependents of the ratepayer, or
	c) advice from an accredited financial counsellor
Costs	Amounts incurred by a council in recovering overdue debts (e.g. Court, interest and professional costs) which can be legally recovered from the ratepayer
The Council	The elected representatives, or councillors, who form the governing body of a local council.
Council policy	Policy created and approved by the General Manager of a council and/or the elected body
Credit listing	The listing of an unpaid debt on a person's credit report
Credit report	Any record or information that:
	 is being or has been prepared by a credit reporting agency
	has any bearing on an individual's
	- eligibility to be provided with credit
	- history in relation to credit, or
	- capacity to repay credit, or
	 is used or has the capacity to be used as a factor in establishing an individual's eligibility for credit.
Debt collector	A person collecting a debt in the course of a business, including councils, agencies collecting a debt on a council's behalf and independent collection agencies
Debt Recovery	A council procedure that defines the processes to implement to meet the
Procedure	objectives of a council's debt recovery policy
Default Judgment	In cases where the ratepayer does not respond to a Summons issued to them, the Court may make a default judgment whereby it will make a decision without having the matter heard in Court
Financial counsellor	A person who provides information, support and advocacy to assist people in financial difficulty

Term	Definition
Garnishee	Legal document issued by the court ordering third parties who hold funds on behalf of the defendant (eg. an employer) to pay funds to a council. Garnishees can be issued against a defendant's wages, bank accounts or other third party holding funds on behalf of the defendant.
Hardship	Hardship is any situation where an individual is having difficulty paying legally owed debt. This can result from life changes (for example, because of illness, unemployment or changed financial circumstances) restricting the short-term capacity to pay
Judgment debt	A debt confirmed by an order or judgment of a court
Notice of Demand	Demand letter from a council or a council's legal recovery representative issued in accordance with the Australian Competition and Consumer Commission and the Australian Securities and Investments Commission guidelines
Penalty interest	Interest raised in accordance with the <i>Local Government Act</i> and as adopted by a council in its Revenue Policy
Pensioner	An eligible pensioner as defined in clause 134 of the Local Government (General) Regulations 2005
Rateable valuation	Land value used for rating purposes i.e. net of allowances allowed by the Valuation of Land Act 1916 and s.585 Local Government Act
Reasonableness	Assessed according to an objective standard, taking into account all relevant circumstances
Rent for rates	Section 569 of the <i>Local Government Act</i> allows a council to order tenants of properties with overdue rates to pay rent to a council in lieu of unpaid rates, under specific circumstances
Sale of Land	In accordance with s713 of the <i>Local Government Act</i> , a council has the authority to sell land which has any unpaid rates or charges for more than 5 years, or 1 year for vacant land, where the owing debt exceeds the land valuation
Write off	The accounting procedure for cancelling a debt that is no longer collectable resulting in its removal from the ratepayer's balance sheet account

Appendix B

Debt recovery process flowchart



Note: Red indicates action referred to the NSW Local Courts, whereby rates, charges and fees remain unpaid after a final reminder notification.

Appendix C

Local Government Act and regulations - excerpts

The Local Government Act 1993 (the Act) provides the legal framework for how councils in NSW may set and levy rates and charges and recover debt from overdue rates and charges. This is supported in provisions in the Local Government (General) Regulation 2005. Some relevant excerpts are set out in the tables below.

Councils must take a range of other laws into account when undertaking these activities. This Guideline does not capture all other legislation, in relation to which councils should take their own advice.

Local Government Act 1993

Section 546 How is a rate or charge levied?

- (1) A rate or charge is levied on the land specified in a rates and charges notice by the service of the notice.
- (2) The notice may be served at any time after 1 July in the year for which the rate or charge is made or in a subsequent year.
- (3) A notice that is required to effect an adjustment of rates or charges may be served in the year for which the rate or charge is made or a subsequent year.
- (4) The notice may include more than one rate, more than one charge and more than one parcel of land.
- (5) It is not necessary to specify the name of the rateable person or the person liable to pay the charge in the notice if the council does not know the person's name.

Section 562 Payment of rates and annual charges

- (1) Annual rates and charges may be paid in a single instalment or by quarterly instalments.
- (2) If payment is made by quarterly instalments, each instalment is to be a quarter of the rates or charges, disregarding any remainder, together, in the case of the first instalment, with the remainder. However, if the amount of an instalment, other than the first instalment, is not a multiple of 10 cents, the amount of each instalment in excess of a multiple of 10 cents is to be subtracted from that instalment and added to the first instalment.
- (3) Except as provided by subsection (4):
- (a) if payment is made in a single instalment, the instalment is payable by 31 August, and
- (b) if payment is made by quarterly instalments, the instalments are payable by 31 August, 30 November, 28 February and 31 May.
- (4) If the rates and charges notice is not served by 1 August:
- (a) the single instalment (if payment is made in a single instalment), or
- (b) the first 2 instalments (if payment is made by quarterly instalments), is or are payable by 30 November, or by the day that is 30 days after service of the notice, whichever is the later.
- (5) On or before 31 October, 31 January and 30 April, a council must send reminder notices (to be sent separately from the rates and charges notice) to each person whose rates and charges are being paid by quarterly instalments.

Section 563 Discount for prompt payment in full

A council may discount the amount of a rate or charge to such extent as it determines if the whole of the discounted amount of the rate or charge is paid by a date nominated by the council

Section 564 Agreement as to periodical payment of rates and charges

- (1) A council may accept payment of rates and charges due and payable by a person in accordance with an agreement made with the person.
- (2) The council may write off or reduce interest accrued on rates or charges if the person complies with the agreement.

Section 566 Accrual of interest on overdue rates and charges

- (1) Interest accrues on rates and charges that remain unpaid after they become due and payable.
- (2) Interest accrues on a daily basis.
- (3) The rate of interest is that set by the council but must not exceed the rate specified for the time being by the Minister by notice published in the Gazette.
- (4) Accrued interest is, for the purpose of its recovery, taken to be a rate or charge which is due and payable.
- (5) Interest continues to accrue on unpaid rates or charges even though judgment for payment of the rates or charges may have been obtained in a court. Interest is not payable on the judgment debt, despite any other Act.

Section 567 Writing off of accrued interest

The council may write off accrued interest on rates or charges payable by a person if, in its opinion:

- (a) the person was unable to pay the rates or charges when they became due and payable for reasons beyond the person's control, or
- (b) the person is unable to pay the accrued interest for reasons beyond the person's control, or
- (c) payment of the accrued interest would cause the person hardship.

Section 570 Transfer of land in payment of rates or charges

A council may accept a transfer of the land in respect of which rates or charges are or accrued interest is due and payable in full satisfaction of the rates, charges or accrued interest.

Section 577 Extension of concession to avoid hardship

- (1) If a council considers it proper to do so to avoid hardship, the council may, by order, direct that:
- (a) a person specified in the order:
- (i) who occupies a dwelling as his or her sole or principal place of living, which dwelling is the sole or principal place of living of an eligible pensioner, and
- (ii) who is jointly liable with that eligible pensioner or with that eligible pensioner and one or more other persons in respect of the land on which that dwelling is situated, and
- (iii) in respect of whom a reduction of rates or charges would not, if that person were solely liable in respect of that land, be required to be made under this Division, or
- (b) any person belonging to a class of persons specified in the order, being persons referred to in paragraph (a),
 - is, on and from the effective date of the order, taken, for the purposes of this Division, to be or to have been an eligible pensioner.
- (2) If a council considers it proper to do so to avoid hardship, the council may, by order, direct that:
- (a) an eligible pensioner specified in the order who, although not liable, or although liable jointly with one or more other persons, to do so, has, for such period as, in the opinion of the council, warrants the making of an order under this section in respect of that person, paid the whole of the rates or charges for the land on which that dwelling is situated or is, in the opinion of the council, likely to pay the whole of the rates or charges in circumstances that in the opinion of the council warrant the making of an order under this subsection, or
- (b) any person belonging to a class of persons specified in the order being persons referred to in paragraph (a),
 - is, on and from the effective date of the order, taken, for the purposes of this Division, to be or to have been the person solely liable in respect of the land on which the dwelling is situated.
- (3) An order under this section has effect according to its tenor.

Section 578 When does an order under sec 577 take effect?

- (1) An order under section 577 takes effect (or is taken to take effect) on such date as is specified in the order (the effective date), being a date in the year commencing on 1 July during which the order is made, whether or not that date is before or after the date on which the order is made.
- (2) If a council makes an order under section 577 that is taken to take effect on a date that is before the date of the making of the order, the council may, in that order or in a subsequent order, give such directions as to refunding any rates or charges that have been paid and the charging of interest on overdue rates or charges and as to such other matters as the council thinks fit.
- (3) An order under subsection (2) has effect according to its tenor.

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Section 579 When and how is an application made for the purposes of this Division?

- (1) An application under this Division is to be made within the time and in the manner prescribed by the regulations.
- (2) If no such regulations are in force, the application is to be made within the time and in the manner fixed by resolution of the council and, if an application is made for an order referred to in section 577, as the council may require.
- (3) If, pursuant to an application made under this Division, a reduced rate or charge applies, the council may, if the eligibility of the applicant for a reduction in a subsequent rate or charge is verified by the council as prescribed by the regulations, reduce the subsequent rate or charge without requiring a further application under this Division.

Section 580 Variation by regulation of amounts of reductions

The amount by which a rate or charge is to be reduced in accordance with this Division may be varied from time to time by the regulations.

Section 582 Abandonment of pensioners rates and charges

A council may waive or reduce rates, charges and interest due by any person prescribed by the regulations who is in receipt of a pension, benefit or allowance under the Social Security Act 1991 of the Commonwealth.

Section 583 Writing off of pensioners rates and charges

- A council is to write off amounts of rates, charges and interest which are reduced or waived under this Division.
- (2) A council may not take proceedings to recover an amount so written off unless the amount has been written off because of a wilfully false statement in an application under this Division or except as provided by section 584.

Section 585 Who may apply for postponement of rates?

The rateable person for land described in any of the following paragraphs may apply to the council for a postponement of rates payable for the land in the current or following rating year (or in both years):

- (a) a parcel of land on which there is a single dwelling-house used or occupied as such and which is zoned or otherwise designated for use under an environmental planning instrument for the purposes of industry, commerce or the erection of residential flat buildings, not being land referred to in paragraph (b) or (c),
- (b) a parcel of land (which may comprise one or more lots or portions in a current plan) on which there is a single dwelling-house used or occupied as such and which is zoned or otherwise designated under an environmental planning instrument so as to permit its subdivision for residential purposes, not being land referred to in paragraph (c),
- (c) a parcel of rural land (which may comprise one or more lots or portions in a current plan) which is zoned or otherwise designated under an environmental planning instrument so as to permit its use otherwise than as rural land, or its subdivision into two or more lots or portions, one or more of which has an area of less than 40 hectares.

Section 595 Rates to be written off after 5 years

- (1) If 5 years have elapsed since the commencement of a rating year for which part of the rates levied on land have been postponed under this Division, the part postponed and any interest accrued on that part must be written off by the council.
- (2) Nothing in this section affects the right of the council to recover rates and interest, even though they have been written off under this section, if it subsequently appears to the council that they should not have been written off.

Section 601 Hardship resulting from certain valuation changes

- (1) A ratepayer who, as a consequence of the making and levying of a rate on a valuation having a later base date than any valuation previously used by a council for the making and levying of a rate, suffers substantial hardship, may apply to the council for relief under this section.
- (2) The council has a discretion to waive, reduce or defer the payment of the whole or any part of the increase in the amount of the rate payable by the ratepayer in such circumstances, for such period and subject to such conditions as it thinks fit.
- (3) An applicant who is dissatisfied with a council's decision under this section may request the council to review its decision and the council, at its discretion, may do so.

Section 710 Service of notices on persons

- A notice required by or under this Act to be served on a person may be served as provided by this section.
- (2) The service may be:
- (a) personal, or
- (b) by delivering the notice at or on the premises at which the person to be served lives or carries on business, and leaving it with any person apparently above the age of 14 years resident or employed at the premises, or
- (c) by posting the notice by prepaid letter addressed to the last known place of residence or business or post office box of the person to be served, or
- (d) by transmitting the notice by facsimile transmission to a number specified by the person (on correspondence or otherwise) as a number to which facsimile transmissions to that person may be sent, or
- (d1) by transmitting the notice by electronic mail to an email address specified by the person (on correspondence or otherwise) as an address to which electronic mail to that person may be transmitted, or
- (e) by fixing the notice on any conspicuous part of the land, building or premises owned or occupied by the person, or
- (f) in the case of an offence involving a vehicle, by attaching the notice to the vehicle, or
- (g) if the person to be served maintains a box at a document exchange established in New South Wales, by depositing the notice in that box or leaving it at another such exchange for transmission to the first mentioned exchange for deposit in that box.
- (2A) Subsection (2) (d1) does not authorise a notice to be transmitted to a person by electronic mail unless the person has requested the council, in writing, that notices of that kind be transmitted to the person by electronic mail, and has not subsequently withdrawn the request.
- (2B) A person's request under subsection (2A) is taken to have been withdrawn in relation to a particular kind of notice only if the person has informed the council, in writing, that notices of that kind are no longer to be transmitted to the person by electronic mail.
- (2C) While a person's request under subsection (2A) has effect in relation to a particular kind of notice, the address to which notices of that kind are to be transmitted is:
- (a) the email address indicated in the request, or
- (b) if the person subsequently directs the council, in writing, to transmit notices of that kind to a different email address, that different address.

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- (3) If a notice is deposited in a box, or left at a document exchange, service of the notice is, until the contrary is proved, taken to be effected 2 days after the day on which the notice is so deposited or left.
- (4) In addition to the means of service prescribed by subsection (2):
- (a) in any case where the person to be served is, or after inquiry appears to be, absent from New South Wales, the service may be on the agent of that person by any of the means prescribed by subsection (2) (a), (b), (c) or (d), and
- (b) in any case where the land, building or premises are unoccupied and the owner or the owner's address or place of residence is not known to the council, service by the council may be by advertisement in the approved form published in:
- (i) a newspaper circulating in the area or part of the area in which the land, building or premises are situated that is published in print form at intervals not exceeding 26 days, or
- (ii) a manner determined by the council having regard to the object of bringing notices to the attention of owners in cases of that kind, and
- (c) in the case of the service of a rates and charges notice, the service may be effected by delivering the notice to the premises at which the person to be served lives or carries on business and depositing it in a box or receptacle at, on or in the proximity of those premises that is provided, used or designed for the reception of letters addressed to that person.
- (5) The notice may be addressed by the description of "rateable person" or "owner" or "occupier" of the land, building or premises (naming or otherwise sufficiently indicating the same) in respect of which the notice is served, and without further name or description.
- (6) The notice may be wholly printed, wholly written or partly printed and partly written.
- (7) If a notice has been served by any of the means prescribed by this section, all inquiries required under this section are taken to have been made, and the service is conclusive evidence of them.
- (8) Proof by affidavit or orally that a notice has been posted, or its transmission by electronic mail has been initiated, in accordance with this section is conclusive evidence of service.
- (9) For the purposes of this section, a justice of the peace is authorised to take and receive an affidavit, whether any matter to which the affidavit relates is or is not pending in any court.

Section 713 Sale of land for unpaid rates and charges

- (1) For the purposes of this Division, a rate or charge is overdue if:
- (a) in the case of vacant land, it has remained unpaid for more than one year, or
- (b) in the case of any other land, it has remained unpaid for more than 5 years, from the date on which it became payable.
- (2) A council may, in accordance with this Division:
- (a) sell any land (including vacant land) on which any rate or charge has remained unpaid for more than 5 years from the date on which it became payable, and
- (b) sell any vacant land on which any rate or charge has remained unpaid for more than one year but not more than 5 years from the date on which it became payable, but only if:
- (i) the council obtains a valuation of the land from the Valuer-General, and
- (ii) the total amount of unpaid rates or charges on the land exceeds the valuation, and
- (iii) the council sells the land within 6 months after the date when the council received the valuation.
- (3) The council must not sell any such land unless the general manager or the public officer certifies in writing:
- (a) what rates and charges (including overdue rates and charges) are payable on the land, and
- (b) when each of those rates and charges was made and how it was levied, and
- (c) when each of those rates and charges became payable, and
- (d) what amounts are payable by way of overdue rates and charges on the land, and
- (e) what amounts are payable by way of rates and charges (other than overdue rates and charges) on the land.
- (4) The council may, in the case of adjoining parcels of land (whether in the same or different ownerships) each of which may be sold under this Division:
- (a) sell them separately or as a single parcel and under whatever conditions of sale it considers proper, and
- (b) do such things as it considers appropriate for the purpose of selling the land at its full value.

Local Government (General) Regulation 2005

cl.127 Rates and charges notices

- (1) A rates and charges notice must contain the following information:
- (a) the land to which it relates,
- (b) the land value of the land to which it relates and the base date of the general valuation from which the land value is derived,
- (c) particulars of each rate or charge levied on the land by the notice,
- (d) if the rate consists of a base amount to which an ad valorem amount is added, particulars of the base amount.
- (e) the date the notice is taken to have effect,
- (f) particulars of any outstanding arrears of rates and charges levied on the land and of any interest payable on those amounts,
- (g) the total amount due and the dates for payment of the rates or charges concerned,
- (h) the amounts payable for, and the due dates for payment of, instalments of rates or charges,
- (i) particulars of any waiver of an amount of special rate in consideration of payment of a lump sum,
- a statement that concessions are available to eligible pensioners for any quarter in which they are eligible pensioners,
- (k) particulars of any concession extended in respect of payment of the rates,
- (I) particulars of any discount for prompt payment in full of a rate or charge,
- (m) particulars of any postponement of rates or postponed rates,
- (n) particulars of any option to pay a lump sum towards the capital cost of any works, services or facilities instead of a special rate in the notice,
- (o) a statement that if payment is not made on or before the due date or dates interest accrues on the overdue amount,
- (p) a statement as to how to make inquiries about the notice,
- (q) the text, or a summary, of the following provisions of the Act (if applicable):
- (i) section 524 (Notice of change of category),
- (ii) section 525 (Application for change of category),
- (iii) section 526 (Appeal against declaration of category),
- (iv) section 555 (What land is exempt from all rates?),
- (v) section 556 (What land is exempt from all rates, other than water supply special rates and sewerage special rates?),
- (vi) section 557 (What land is exempt from water supply special rates and sewerage special rates?),
- (vii) section 562 (Payment of rates and annual charges),
- (viii) section 563 (Discount for prompt payment in full),
- (ix) section 564 (Agreement as to periodical payment of rates and charges),
- (x) section 566 (Accrual of interest on overdue rates and charges) (xi) section 567 (Writing off of accrued interest), (xii) section 574 (Appeal on question of whether land is rateable or subject to a charge),

Appendix D

Best practice procedures for contacting ratepayers

Councils should contact ratepayers if they have not paid their rates after a reminder notice is issued, and potentially in other circumstances in which rates and charges are owed.

Council officers can contact local residents and ratepayers without breaching their obligation to protect their privacy.

The following is an overview of some issues and practical considerations when contacting ratepayers about outstanding debt. If there is any doubt, councils should seek and be guided by their own legal advice.

When can a ratepayer be contacted?

When you have a reasonable purpose for contacting a ratepayer

You must only contact a ratepayer for a reasonable purpose and only to the extent necessary. It may be necessary and reasonable if your purpose is to:

- · make a demand for payment
- offer to work with the ratepayer to reach a flexible repayment arrangement
- accurately explain the consequences of non-payment, including any legal remedies available to the collector/creditor, and any service restrictions that may apply in the case of utilities
- · make arrangements for repayment of a debt
- put a settlement proposal or alternative payment arrangement to the ratepayer
- review existing arrangements after an agreed period
- ascertain why earlier attempts to contact the ratepayer have not been responded to within a reasonable period, if this is the case
- ascertain why an agreed repayment arrangement has not been complied with, if this is the case

- investigate whether the ratepayer has changed their residential location without informing you, when there are grounds for believing this has occurred, or
- · other similar purposes.

You may also contact a person at their request.

Whether or not a purpose is reasonable may depend on the personal circumstances of each ratepayer – e.g., if you know a person cannot make repayments (for example, because they are in jail) then continuing to contact them to demand payment is not reasonable or appropriate unless you know, or have good reason to think it is likely, that the ratepayer's financial situation has improved.

There may be circumstances where contact is made for a reasonable purpose, or contact is made initially for a reasonable purpose, and yet other relevant considerations mean the contact becomes unreasonable or unacceptable. Relevant considerations may include the ratepayer's mental illness or intellectual disability, or the ratepayer's incarceration.

If you make contact with a ratepayer in order to convey a demand for payment it may be contact for a reasonable purpose. However, if the ratepayer disputes liability and requests proof of a debt, and you continue to pursue that person without properly investigating the claims, then this will not be contact for a reasonable purpose.

2. It is necessary and reasonable to contact the ratepayer (again)

It is not acceptable to harass a ratepayer. Make a written record of all contact with ratepayers and check these records before contacting a ratepayer. For this purpose *contact* is interpreted widely and includes:

- telephone calls and text messages whether or not the person receives the call if you leave a message;
- all written correspondence for example, this includes letters, emails, text messages, faxes, social media, instant chats and other private messages; and
- face to face contact including contact at their work, home or elsewhere.

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Importantly, if you phone a ratepayer and leave a message on their voice mail, and you also send the ratepayer an email, and a text message, then you will have made three separate contacts with that person.

Once you have made contact, leave a reasonable interval before next contacting the ratepayer. Give the ratepayer time to respond to your previous communications, and/or to organise payments if this has been agreed.

If you have spoken to the ratepayer and it is understood that the ratepayer requires a few days to speak to third parties or consider options, then contacting the ratepayer on the following day may be considered unreasonable, even though it is within the recommended limits.

3. It is a reasonable time to contact the ratepayer, given their circumstances and reasonable wishes The following table sets out general guidance on what may be a reasonable time to contact a

ratepayer.

Type of contact	Day	Reasonable contact times				
Contact by telephone	Monday to Friday	7:30am - 9pm				
	Weekends	9am - 9pm				
	National public holidays	No contact recommended				
Face to face contact	Monday to Friday	9am - 9pm				
	Weekends	9am - 9pm				
	National public holidays	No contact recommended				
All contact at the ratepayer's workplace	Ratepayer's normal working hours if known, or 9 am to 5 pm on weekdays					

There may be reasons why contact during the above times is unreasonable, or contact outside these times is reasonable. For example, a ratepayer may ask that contact be made at other or more restricted times for various reasons, such as, because he or she is a shift worker, is responsible for children, or caring for a family member. He or she may also not wish to be contacted when other family members are present. In these and other such cases, the reasonable wishes of the ratepayers should be respected, and contact limited to the times requested.

However, you may alter the time of contact if, after reasonable efforts over a reasonable period of time to contact the ratepayer during normal hours or at the times requested, you have not been able to do so.

Generally, you should not contact a ratepayer more than three times per week, or 10 times per month at most (when contact is actually made, as distinct from attempted contact) and only when it is necessary to do so. This does not apply to face-to-face contact – you should not make more than one face-to-face contact with a ratepayer per month.

Think carefully about where to contact a ratepayer. In general, face to face visits should be an option of last resort after less intrusive means have failed. Particular care should be taken in visiting a person's home or workplace.

Ensure the person is the correct ratepayer before discussing their debt

Before discussing the reason for making contact or any other confidential information, make sure you are speaking to the correct ratepayer. It is important that you do not reveal directly or indirectly that the ratepayer has a debt to another person. Particular care should be taken when calling a ratepayer's workplace.

If the ratepayer has requested contact by a particular means (such as email) or specifically asked not to be contacted a certain way, adopt that preference and avoid contacting them by other channels as far as possible.

Rate payers have the right to have an authorised representative (such as a financial counsellor, financial advisor, community worker, solicitor, guardian or carer) represent them or advocate on their behalf. Where possible, it is helpful if this advice is provided formally to council, such as in writing, to ensure council does not inadvertently discuss private information with unauthorised individuals.

If you know, or should know, a ratepayer has chosen to have another person represent them, you should not contact the ratepayer directly unless:

- the ratepayer specifically requests direct communication with you
- the representative does not consent to represent the ratepayer or tells you he or she does not have instructions from the ratepayer about their debt
- the representative does not respond to your communications within a reasonable time (normally seven days) and you advise the representative in writing after the reasonable time has passed that if they do not respond within the next seven days, you will make direct contact with the ratepayer; and
- you advised the ratepayer you require a
 written authority which states that you are
 only to communicate through his or her
 representative, and you do not receive this
 in a reasonable time (normally seven days).
 Note: that this does not apply where the
 ratepayer's representative is a solicitor.

Further exceptions may apply where the representative is not a qualified legal practitioner, qualified accountant or a financial counsellor.

Provide the ratepayer with current information about their debt

Make sure the ratepayer is told what they owe, when it was due, any payments they have made and what the payment was for. He or she may then request further information or documents.

It is also important to make sure that the ratepayer has contact details for the person or team managing their debt for council, such as contact phone number, postal address and email address, and that this information is included in all written correspondence to them.

Conduct towards ratepayer must be respectful and appropriate at all times

A ratepayer approached about an outstanding debt is entitled to respect and courtesy at all times by a council, debt collector or any of their agents or representative.

Inappropriate conduct, as outlined below, is likely to breach the law and the council's Code of Conduct. Ratepayers should never be subjected to

- abusive, offensive, obscene, discriminatory language or disrespectful or demeaning remarks – about character, situation in life, financial position, physical appearance, intelligence or other characteristics or circumstances
- embarrassment or humiliation for example, by sending open correspondence to the ratepayer via a shared post-box, posting messages in a public online forum, making employers or co-workers aware that the ratepayer is being pursued for a debt, or creating an impression that the ratepayer is under surveillance
- aggressive, threatening or intimidating behaviour - for example, by shouting at or continually interrupting the ratepayer, or by refusing to listen to what they say
- · use, or threat of violence or physical force, or

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 misleading information – about the nature or extent of a debt, consequences of nonpayment, identity (for example, falsely stating you work for a solicitor, court or government agency), or action not legally permitted to take (for example, to seize goods).

Strategies for dealing with inappropriate behaviour by a ratepayer

Inappropriate behaviour by a ratepayer does not justify unprofessional conduct by the collector and council staff and agents should deal with this using strategies such as:

- · ensuring appropriate training of staff
- attempting to defuse inappropriate behaviour and refocus discussion on the outstanding debt and arrangements for its repayment
- escalating the matter to a senior staff member who has authority and training to manage such situations
- attempts to propose a viable and achievable repayment arrangement, and
- in the event of violence or other extreme conduct, cease contact immediately and refer the matter to the police.

Ensuring contact details are up to date

Currency of contact details is a huge issue for collecting rates and charges. Many councils feel that there is little advantage in sending additional correspondence or notices requesting payment when the address is not current.

Council policies and procedures may specify what the council will do to keep contact details current. When rates and charges notices are returned to the council, some councils proactively check other business areas of the council for more recent contact details, send information to both postal and physical addresses (where known), use internet searches and databases to ascertain more recent contact details, contact real estate agencies, keep a return mail register and undertake other searches.

Keep accurate, up to date records and protect the ratepayer's privacy You should ensure you maintain accurate, complete and up-to-date records of all communication with ratepayers, including the time, date and nature of calls, records of any face to face contact, all correspondence sent and all payments made.

Councils and other organisations acting on their behalf should always treat a ratepayer's personal information with respect and ensure that they meet the requirements of the *Privacy and Personal Information Protection Act 1998* (the PPIPA) and their Privacy Management Plan prepared under the Act. Personal information means information or an opinion, whether it is true or not, about an individual that can reasonably allow the individual to be identified.

Particular care should be taken in collecting information about the ratepayer and their financial circumstances as well as disclosing that information, whether directly or inadvertently, to other people. For example, telling a ratepayer's neighbour the reason for trying to find the ratepayer would inappropriately disclose personal information about the ratepayer, as would leaving messages with inappropriate detail that may be seen or accessed by other people.

Councils use *Privacy Notification/Consent Forms* to enable the collection and use of personal information from ratepayers. The information collected cannot be used or disclosed for a purpose other than that for which it was collected, unless the ratepayer has consented or another exception applies.

Councils may consider reviewing their Privacy Notification/Consent Forms to request consent from residents and ratepayers for their personal information to be shared between internal business units of the council for purposes specified in the consent form, including for general administrative purposes including the collection rates and charges.

Appendix E

Hardship checklist for local government staff

No	Proposed action by a council	Progress
1	Has the council undertaken a risk assessment of likely defaulting ratepayers to proactively manage financial hardship?	
2	Has the council publically advertised or contacted applicable ratepayer(s) to identify payment options of rates?	
3	Has the council identified if interpretative services are required for the ratepayer?	
4	Has the council referred the rate payer to a financial Counsellor?	
5	Has the council entered into mediation or Informal Dispute Resolution (IDR)?	
6	Has the council deferred payment of additional charges while the hardship application is being assessed?	
7	Has the council developed a payment schedule?	
8	Has the council exhausted all possible options to managed hardship and recover debt prior to referring to the local courts?	
9	Has council reviewed the progress of payment against the signed payment plan?	
10	Are there other options to recover the debt?	

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Appendix F

Hardship assistance application checklist for ratepayers

No	Proposed action by ratepayer	Y/N
1	Have you read your council's debt management and/or hardship policies?	
2	Have you compiled the required information noted in the application form?	
3	Have you contacted the nominated council officer to discuss options for the payment of rates or charges?	
4	Have you contacted a financial advisor?	
5	Have you identified an acceptable payment plan?	
6	Have you discussed your options with your local council?	

Further information

Relevant agencies

NSW Office of Local Government

Physical Address 5 O'Keefe Avenue NOWRA NSW 2541

 Telephone
 02 4428 4100

 Fax
 02 4428 4199

 TTY
 02 4428 4209

 Email
 olg@olg.nsw.gov.au

Postal Address Locked Bag 3015, NOWRA NSW 2541.

Website <u>www.justice.nsw.gov.au</u>

NSW Department of Justice

Physical Address Parramatta Justice Precinct, 160 Marsden Street

Telephone 02 8688 7777 Fax 02 8688 7980

Postal Address Locked Bag 5111, Parramatta NSW 2124.

Website www.justice.nsw.gov.au

NSW Online Registry

Telephone 1300 679 272 (Call Monday - Friday 8:30am - 4.30pm)

Website <u>www.onlineregistry.lawlink.nsw.gov.au</u>

Energy and Water Ombudsman

Physical Address Level 11, 133 Castlereagh Street, Sydney (please make an appointment)

Telephone 1800 246 545

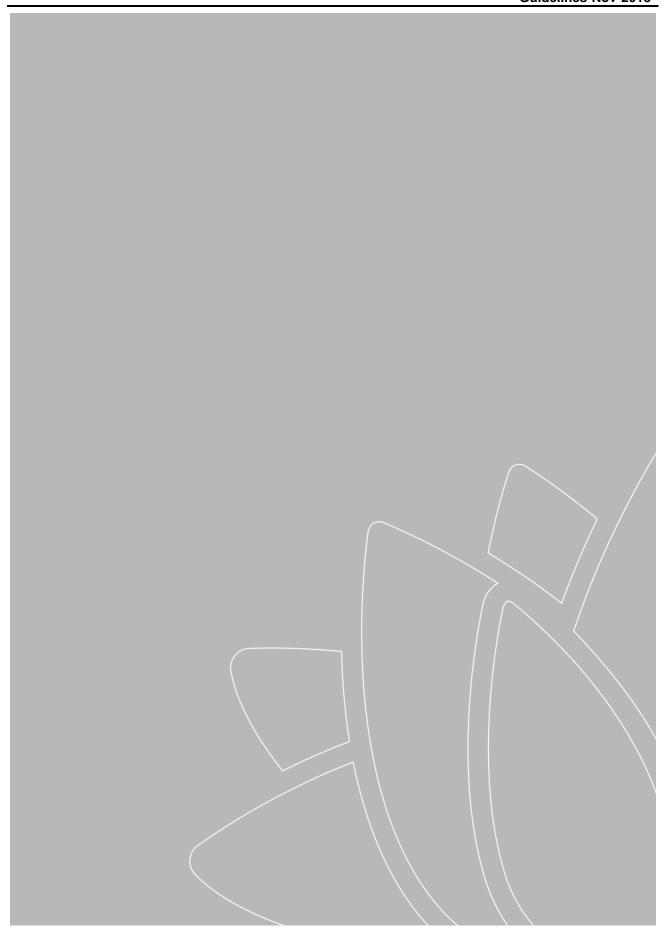
Postal Address Reply Paid 86550, Sydney South NSW 1234.

Website <u>www.ewon.com.au</u>

Further guidance

Commonwealth of Australia (2007), *A guide for business: Debt Collection Guideline for collectors and creditors*, Australian Competition and Consumer Commission and Australian Securities and Investment Commission.

Revenue NSW, Debt Recovery Guidelines - Responsible collection of State debts: Guidelines for Revenue NSW to collect State debt





POLICY AND GENERAL COMMITTEE

June 2, 2022

ITEM 6

BROKEN HILL CITY COUNCIL REPORT NO. 143/22

SUBJECT: ADOPTION OF DRAFT EQUAL EMPLOYMENT OPPORTUNITY
POLICY D22/22639

Recommendation

- 1. That Broken Hill City Council Report No. 143/22 dated June 2, 2022, be received.
- 2. That Council adopts the Draft Equal Employment Opportunity Policy as a Policy of Council.
- 3. That Council notes that adoption of the Draft Equal Employment Opportunity Policy will render the 2009 Equal Employment Opportunity Policy obsolete.

Executive Summary:

Council's Equal Employment Opportunity (EEO) Policy is designed to assist Council meet its obligations, under the *Anti-Discrimination Act 1997*, to provide a workplace that is free from unlawful discrimination.

Council has reviewed its current EEO Policy and now presents a Draft EEO Policy for consideration of adoption.

Report:

Council's Equal Employment Opportunity (EEO) Policy is designed to assist Council it meet its obligations, under the *Anti-Discrimination Act 1997*, to provide a workplace that is free from unlawful discrimination.

The Anti-Discrimination Act 1997 makes it unlawful to discriminate in employment, education and the delivery of goods and services, and promotes equality of opportunity between all people.

Equal Employment Opportunity (EEO) is a positive way of describing the absence of discrimination in the workplace. This means that employment decisions, including recruitment, selection, opportunities and employment conditions, will not be made on the basis of irrelevant characteristics such as a person's age, sex marital status, race, colour, pregnancy, sexuality, religion, political belief, impairment or disability or association with a person(s) having such characteristics. Basing decisions on these characteristics is both unfair and unlawful.

In order to ensure EEO, employment decisions at Council are made on the basis of individual merit of the employee or applicant on such attributes as skills, knowledge and experience and recognizing that having a diverse workforce can enhance the performance of the Council.

EEO also means the absence of harassment in the workplace. Under Federal and State legislation, unlawful harassment occurs when someone is made to feel intimidated, insulted or humiliated because of their race, colour, national or ethnic origin, sex, disability, or sexual

preference. It can also happen if someone is working in a "hostile" or intimidating environment.

Council has reviewed its 2009 EEO Policy to ensure that it remains current and complies with all relevant legislation.

Staff Consultation

Council's consultation process has included the below:

- All current employees provided access to the draft policy for review and provide feedback.
- Policy was provided to both the Workplace Health & Safety Committee and Workplace Consultative Committee on Tuesday 24 May 2022, for review and to provide feedback.
- Policy was provided to the United Services Union (USU) for review and to provide feedback.
- All feedback was presented for review and discussion to both internal employee committees
- Both internal employee committees moved to support and recommend the policy unanimously.

The Draft Equal Employment Opportunity Policy is presented to Council for consideration of adoption.

Community Engagement:

Not applicable.

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 (NSW), Section 440A
Anti-Discrimination Act 1977 (NSW), Part 2 Division 1
Racial Discrimination Act 1975 (Cth), Part 2 Section 9
Federal Sex Discrimination Act 1984 (Cth), Part 2 Section 14
Human Right and Equal Opportunity Commission Act 1986 (Cth), Schedule 1 Section 3
Age Discrimination Act 2004 (Cth), Part 4 Section 17
Workplace Relations Act 1996 (Cth), Part 1 Section 7

Financial Implications:

Nil

Attachments

1. Upportunity Policy

<u>CASEY DEERY</u> <u>EXECUTIVE MANAGER PEOPLE AND CULTURE</u>

JAY NANKIVELL GENERAL MANAGER



DRAFT EQUAL EMPLOYMENT OPPORTUNITY POLICY

QUALITY CONTROL	
EDRMS REFERENCES	12/14, D19/51821
RESPONSIBLE POSITION	Executive Manager People & Culture
APPROVED BY	
REVIEW DATE	May 2024 REVISION NUMBER 1

1. INTRODUCTION

The Broken Hill City Council's Equal Employment Opportunity (EEO) Policy is designed to assist Council meet its obligations to provide a workplace that is free from unlawful discrimination.

The Anti-Discrimination Act 1977 makes it unlawful to discriminate in employment, education and the delivery of goods and services, and promotes equality of opportunity between all people.

Equal Employment Opportunity (EEO) is a positive way of describing the absence of discrimination in the workplace. This means that employment decisions, including recruitment, selection, opportunities and employment conditions, will not be made on the basis of irrelevant characteristics such as a person's age, sex, marital status, race, colour, pregnancy, sexuality, religion, political belief, impairment or disability or association with a person(s) having such characteristics. Basing decisions on these characteristics is both unfair and unlawful.

In order to ensure EEO, employment decisions at Council are made on the basis of individual merit of the employee or applicant on such attributes as skills, knowledge and experience and recognising that having a diverse workforce can enhance the performance of the Council.

EEO also means the absence of harassment in the workplace. Under Federal and State legislation, unlawful harassment occurs when someone is made to feel intimidated, insulted or humiliated because of their race, colour, national or ethnic origin, sex, disability, or sexual preference. It can also happen if someone is working in a 'hostile' or intimidating environment. This is often described as workplace bullying.

2. POLICY OBJECTIVE

Broken Hill City Council (Council) is committed to equal employment opportunity, fair treatment and non-discrimination for all existing and future employees. It will not tolerate discrimination in the workplace. Council will take action to ensure all employment related decisions are based on merit and to ensure that the Council is an equal opportunity employer.

Council will, through its Equal Employment Opportunity Policy, ensure any discriminatory practices are progressively removed from its policies, procedures and practices.

DRAFT EQUAL EMPLOYMENT OPPORTUNITY POLICY

Page 1 of 7

3. POLICY SCOPE

This policy applies to Councillors, Council employees, volunteers, contractors, suppliers and service providers and prospective employees to all employment related areas including, but not limited to, the following:

- Selection and appointment of internal and external applicants to new and existing positions
- Training Opportunities
- Promotion
- Shift, rosters, hours of work and overtime
- Salary levels
- Leave arrangements (of all types)
- · Performance management and discipline
- Restructuring
- Dress rules
- Work allocation
- Access to facilities
- Termination of employment

4. POLICY STATEMENT

Broken Hill City Council (Council) is committed to ensuring our workplace is free of discrimination and harassment. Council is dedicated to providing a pleasant and safe working environment and encouraging good working relationships among all employees.

Council will endeavour to ensure that in the application of all Council policies, practices and procedures, no discrimination takes place, diversity is encouraged, and that all employees enjoy equal access to opportunities within the Council. All recruitment, selection and employment decisions will be based on the individual merit of applicants and employees.

5. GENERAL AND PREVENTATIVE PRINCIPLES

5.1 Discrimination, Harassment and Bullying

Council considers discrimination, harassment or bullying unacceptable forms of behaviour that will not be tolerated under any circumstances, whether at work, attending a conference, work function, Christmas party, business or field trip. All employees have the right to work in an environment free of discrimination, harassment and bullying.

5 2 Merit

Means assessing each person's skills and abilities against the needs of the job and disregarding unlawful personal characteristics that are irrelevant to the job. Merit recognises experience gained both inside and outside formal employment.

5.3 Affirmative Action

Affirmative action programs are designed to overcome the effects of past discrimination. This discrimination has formed barriers which exclude target groups from having access to equal employment opportunity. Affirmative action seeks to redress the effects of past disadvantages and prevent future disadvantages. It is the method of achieving equal employment for target groups.

DRAFT FQUAL EMPLOYMENT OPPORTUNITY POLICY

Page 2 of 7

6. EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

Council is committed to developing and maintaining a comprehensive program that ensures equal employment opportunity for all employees.

7. IMPLEMENTATION

7.1. Roles and Responsibilities

Council will ensure that all Managers are sufficiently trained in effectively managing workplace discrimination and harassment and are conversant and up to date with Equal Employment law and legislation.

Council will ensure that its Equal Employment Opportunity Policy is available and communicated to and understood by all existing employees.

As part of new employees' inductions, Council will ensure that all new employees are advised of the Equal Employment Opportunity Policy, the standards expected of them, and the procedures for making a complaint.

The following Council officers are responsible for the implementation and the adherence to this policy:

> All Managers, Supervisors and Team Leaders are responsible for:

- Recruiting, training and developing employees on the basis of merit and performance, and free from any discriminatory assumptions;
- Ensuring that all Human Resources practices are applied fairly, consistently and without bias;
- Role-modelling non-discriminatory behaviour and practices within the workplace at all times:
- Regularly monitoring the working environment to ensure that it is free from sexually explicit or offensive material;
- Responsibly acting upon any behaviour within the working environment that may be construed as discriminatory or sexual harassment;
- Confidentially dealing with any grievances or complaints that an employee may come to them about;
- Appropriately recording all matters according to the EEO procedure.

> All Council employees and Council officials are responsible for:

- Conducting themselves in non-discriminatory manner at all times in the workplace;
- Not tolerating any form of harassment or discrimination and notifying the relevant manager or director should such circumstances arise;
- Attempting, (wherever practical) to amicably resolve any personal harassment or discrimination matter with the individual or group of people involved, prior to notifying their manager or People & Culture;
- Understanding, respecting and applying Council's EEO Policy and the bullying, harassment and discrimination prevention principles.

7.2. Communication

This Policy will be communicated to staff in accordance with Council's Policy, Procedure and Process Framework. Following approval by the General Manager, the Policy will be made available on Council's website and intranet.

DRAFT EQUAL EMPLOYMENT OPPORTUNITY POLICY

7.3. Associated Documents

The following documentation is to be read in conjunction with this policy.

- Grievance Policy and Procedures
- Disciplinary Policy and Procedures
- Statement of Ethical Principles
- Code of Conduct

8. MAKING A COMPLAINT

Any employee, who believes that they have been subject to actions that may be discriminatory or that constitute unwelcome sexual or physical harassment or bullying, should act upon this behaviour as soon as possible.

In the first instance the aggrieved employee should, wherever practical, attempt to amicably resolve the matter with the employee(s) or manager(s) involved. Please refer to Council's Grievance Policy and Procedure for assistance.

Where the alleged behaviour involves the employee's direct Manager or it is not practical for the employee to directly resolve the matter, they shall immediately notify either their Senior Manager or People & Culture Department.

For further details on lodging a complaint, see refer to Council's Grievance Policy and Procedure or alternatively employees can seek advice or make a complaint direct to the Anti-Discrimination Board NSW. The Board can be contacted at:

Level 7, 10 Valentine Avenue, Parramatta NSW or;

PO Box W213, Parramatta Westfield NSW 2150

Email: complaintsadb@justice.nsw.gov.au
Phone: 02 9268 5555 or 1800 670 812 (free call)

Council will treat any reports of discrimination or harassment seriously, and will investigate such complaints, confidentially, impartially, thoroughly and with the appropriate degree of urgency.

Council will take all reasonable steps to ensure that complaints do not reoccur and that no staff members are victimised because of their involvement in a complaint.

If it is found that an employee has made an improper, frivolous or vexatious claim of discrimination the employee concerned may be subject to disciplinary action.

9. DISCPLINARY ACTION

Any employee, manager, supervisor or team leader identified as engaging in either discriminatory practices or harassment or bullying of another employee will be subject to disciplinary action that may include termination of employment.

Failure to comply with the terms of this policy may result in disciplinary procedures and/or dismissal.

Individuals may also be prosecuted by the Anti-Discrimination Board for breaches of the Anti-Discrimination Act 1977.

DRAFT EQUAL EMPLOYMENT OPPORTUNITY POLICY

Page 4 of 7

10. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be every two years from the effective date. The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The Executive Manager People & Culture is responsible for the review of this policy.

LEGISLATIVE AND LEGAL FRAMEWORK

This policy is to be read in conjunction with the following:

- Local Government Act 1993 (NSW), Section 440A
- Anti-Discrimination Act 1977 (NSW), Part 2 Division 1
- Racial Discrimination Act 1975 (Cth), Part 2 Section 9
- Federal Sex Discrimination Act 1984 (Cth), Part 2 Section 14
- Human Right and Equal Opportunity Commission Act 1986 (Cth), Schedule 1 Section 3
- Age Discrimination Act 2004 (Cth), Part 4 Section 17
- Workplace Relations Act 1996 (Cth), Part 1 Section 7

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Equal Employment Opportunity Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

11. DEFINITIONS

TERM	MEANING
Discrimination	Treating people less favourably because of their:
	• Sex
	Pregnancy
	 Race (including colour, nationality, descent, ethnic or ethno- religious background)
	Religion
	Marital status
	 Disability (actual or presumed; current past or future; physical intellectual or psychiatric disability or long-term illness)
	• Age
	Homosexuality (actual or presumed)
	Transgender status (actual or presumed)
	Physical features
	Political belief
	Religious belief or activity

DRAFT EQUAL EMPLOYMENT OPPORTUNITY POLICY

Page 5 of 7

	Lawful sexual activity						
	Industrial activity						
	Expunged homosexual conviction						
	 Personal association with someone who has/is assumed to have one of these personal characteristics 						
Direct Discrimination	When a person or group is specifically excluded from or have significantly reduced chances of gaining a benefit or opportunity.						
Indirect Discrimination	A requirement (a rule, policy, practice or procedure) that is the same for everyone but has an effect or result that has an unequal or disproportionate effect or result on particular groups. Unless this type of requirement is 'reasonable having regard to all of the circumstances'.						
Harassment	Behaviour that is unwanted, unwelcome, intrusive, offends, embarrasses or frightens someone, that is either sexual or targets them because of their race, ethno-religion, sex, pregnancy, marital status, disability, age, homosexuality or transgender. It may range from unpleasant comments to physical violence. Harassment could be directed towards an individual or a group of people.						
Workplace Bullying	Repeated, unreasonable behaviour directed towards a person or a group of people that creates a risk to health and safety. Bullying can be seen as psychological violence and/or physical violence, and can include:						
	Persistent and repeatedly aggressive behaviour that makes someone feel victimised, intimidated or humiliated						
	Any physical abuse						
	 Repeated verbal abuse, including yelling, screaming, personal comments, offensive language, sarcasm 						
	Vindictive, offensive, cruel or malicious behaviour						
	 Removal of status and authority if it's being done in an underhand or devious manner 						
	Repeatedly having impossible deadlines, workload or pressure; being given meaningless tasks; being set up to fail						
	 Persistent unjustified criticism, constantly being 'singled out' or targeted for practical jokes or gossip 						
	Gender or racial discrimination, sexual harassment						
	Deliberately being ostracised, isolated or ignored						
	Frequency of withholding important information or resources or supplying the wrong information and resources						
	Having personal belongings, tool or equipment hidden or tampered with						
	Initiation practices						
	1						

DRAFT EQUAL EMPLOYMENT OPPORTUNITY POLICY

Unreasonable Behaviour	Behaviour that goes beyond a cone of silence disagreement, if it increases in intensity and becomes offensive or harmful
Repeated	Refers to the persistent nature of the behaviour, not the specific form the behaviour takes. Behaviour is considered 'repeated' if an established pattern can be identified. It may involve a series of diverse incidents – for example verbal abuse, deliberate damage to personal property and intimidation and frequency withholding important information or resources.

DRAFT EQUAL EMPLOYMENT OPPORTUNITY POLICY

POLICY AND GENERAL COMMITTEE

June 2, 2022

ITEM 7

BROKEN HILL CITY COUNCIL REPORT NO. 144/22

SUBJECT: COMMUNITY ASSISTANCE GRANTS AWARDED FOR ROUND
ONE OF 2022/2023 D22/29210

Recommendation

- 1. That Broken Hill City Council Report No. 144/22 dated June 2, 2022, be received.
- 2. That Council notes the Community Assistance Grants awarded for Round One of 2022/2023 which were recommended by the Panel on 31 May 2022 and approved by the General Manager on 2 June 2022 under delegation.
- 3. That Council notes the additional Community Assistance Grant recommended by the General Manager in addition to the Panel's recommendation to represent the full allocation of round one funds.

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 One of 2022/2023 closed on 30 April 2022 at which time Council received 11 applications.

The CAG Panel recommended full support and part support of all applications. The Panel's recommendations gained approval from the General Manager on 2 June 2022 (as per the General Manager's Delegations of Authority) with the General Manager also approving an increase to the grant recommended to Meals on Wheels from \$4,000.00 to \$8,412.64. (see minutes attached)

All organisations have been advised of the outcome of their applications and the process to grant the funds has commenced.

Report:

Council's Community Assistance Grants Policy provides a framework for Council to provide grants for community events, projects, services or activities know 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 31 May 2022 and conducted their evaluation of the applications received for Round One of 2022/2023 and presented its recommendations to the General Manager for the awarding of grants.

Council received 11 applications, the General Manager approved the Panel's recommendations on 2 June 2022 with one change, to grant the remaining funds of \$4,412.64 to increase the grant to Meals on Wheels from \$4,000.00 (as recommended by the Panel) to \$8,412.64 (see attached minutes). A summary of the grants awarded is provided below:

	\$47,250.00		
Applicant Project/Activity		Amount Granted	
In One Accord	2022 Carols by Candlelight	\$5,000.00	
Broken Hill Family History Group	New computer, printer and software	\$3,468.16	
Broken Hill Repertory Society	Land rates and insurances	\$5,516.00	
Broken Hill Community Inc	Audio-visual equipment	\$1,825.40	
Silver City Swim Club	2022 Summer Sizzler Swim Meet	\$7,500.00	
Silverlea Employment and Training	Silverlea Employment and 2 small trailers for green waste removal		
Australian Sports Foundation	Sisters in Strength workshop and domestic violence education program at YMCA	\$5,000.00	
Lee's International Taekwondo	New uniforms and training equipment	\$4,000.00	
Meals on Wheels Broken Hill	New concrete carpark at the Centre	\$8,412.64	
Veteran, Vintage and Classic Motorcycle Club	Venue hire for Bike Show	\$1,000.00	
Broken Hill Pistol Club Rainwater diversion, new skirtings and vinyl floor		\$1,000.00	
	\$47,250.00		
	\$0		

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).

Community Engagement:

Each Round of CAG Funding is open at least six weeks 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 One 2022/2023 will be fully expended.

Attachments

1. J Minutes of the Community Assistance Grants Panel - Round 1 2022/2023

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

Minutes of the Community Assistance Grants Panel - Round 1

COMMUNITY ASSISTANCE GRANTS PANEL MEETING FOR ROUND 1 OF 2822/2823 HELD TUESDAY 31 MAY 2822 AT 18:88AM

1. ATTENDANCE

Cr Gallagher APM (Chairperson), Councillor Boland, Mr Steve Radford OAM, Mr Ken Martin, Ms Sandra Haring, Ms Julua Hamel,

Present:

Ms Tracy Harman, , Ms Leisa Bartlett (Executive Officer) and Ms Emily Guerin (Executive Assistant).

Apologies:

Mayor Kennedy, Ms Jody Whitehair

Moved Cr Boland /Seconded Sandra Haring carried

Acknowledgement of Country

delivered the Acknowledgment of Country

2. DISCLOSURE OF INTEREST

DISCLOSURE	ACTION
Friends of Peter Oldsen, Silver City Swim Club application	remain

3. REPORTS

a) Update Report

That the Panel notes the update provided regarding Round 2 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 Evaluat recommending approval, or otherwise, of applications.

Moved Sandra Haring / Seconded Julua Hamel carried

b) Applications for Round 1 2022/2023

Available Budget for Round 1 2022/2023 \$ 47,250.00

Organisation	Activity/Project	Meets Eligibility & Assessment Criteria	Assess- ment Score	Rank			Grant Amount Recommended by Panel		t approved e General ager	Panel Comment/Notes
In One Accord	2022 Carols by Candlelight	yes		1	\$5,000.00	\$	5,000.00	\$	5,000.00	
Broken Hill Family History Group	new computer, printer & software	yes	43	1	\$3,468.16	\$	3,468.16	\$	3,468.16	
Broken Hill Repertory Society	Land rates and insurances	yes	42	. 2	\$5,516.00	\$	5,516.00	\$	5,516.00	
Broken Hill Community Inc	audio-visual equipment	yes	41	. 3	\$1,825.40	\$	1,825.40	\$	1,825.40	
Silver City Swim Club	2022 Summer Sizzler Swim Meet	yes	40	4	\$7,500.00	\$	7,500.00	\$	7,500.00	
Silverlea Employment and Training	2 small trailers for green waste removal	yes	38	5	\$4,527.80	\$	4,527.80	\$	4,527.80	
Australian Sports Foundation	Sisters in Strength workshop and domestic voilence education program at YMCAs	yes	33	6	\$ \$ 5,000.00	\$	5,000.00		5,000.00	
Lee's International Taekwondo	new uniforms and training equipment	yes	32	. 7	\$7,502.72	\$	4,000.00	\$	4,000.00	Request a covid safe plan for use of equipment
Meals on Wheels Broken Hill	new concrete carpark at Centre	yes	29	8	\$15,360.00	\$	4,000.00	\$	8,412.64	See below final approval of the General Manager
Veteran, Vintage & Classic Motorcycle Club	Venue hire for Bike Show	yes	27	9	\$3,280.00	\$	1,000.00	\$	1,000.00	, , , , , , , , , , , , , , , , , , ,
Broken Hill Pistol Club	rainwater diversion, new skirtings and vinyl floor	yes	24	10	\$4,500.00	\$	1,000.00	\$	1,000.00	dependent on the certificate of currency
Totals					\$ 63,480.08	\$	42,837.36		\$47,250.00	
unspent grant money remaining:						\$	4,412.64		0	

Moved Cr Boland / Seconded Ken Martin carried.

2022/2023	
Assistance Grants Panel - Round 1	
Minutes of the Community	
Attachment 1	ARDED FOR

A. General Business
Nil.

Meeting concluded:

[11:28am]

Chairperson:

General Manager's Approval:

Faccioneral Tenering \$ 4,412.64 for pauded to Meals on Wheals in addition to the \$ 4,000 recommendary for the first and the fi

POLICY AND GENERAL COMMITTEE

June 2, 2022

ITEM 8

BROKEN HILL CITY COUNCIL REPORT NO. 145/22

SUBJECT: INVESTMENT REPORT FOR MAY 2022 D22/29286

Recommendation

1. That Broken Hill City Council Report No. 145/22 dated June 2, 2022, 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 May 2022, Council's Investment Portfolio had a current market valuation of \$25,406,208 or principal value (face value) of \$25,394,308 and was compliant with policy and legislative requirements as per the below table.

Report:

Council's investments as at 31 May 2022 are detailed in Attachment 1.

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

Market Review

Global issues

In the US, the Federal Reserve raised its key benchmark rate by 50bps to a range of 0.75%-1.00%, its largest rate hike in 22 years. Multiple further hikes of 50bps each are anticipated in the coming months in a bid to slow down surging inflation. The US annual inflation rate came down slightly in its latest reading but remains near a 40 year high at 8.3%. Inflation pressures also remain very high in Europe leading the European Central Bank to indicate rates will likely be increased in July. Central banks in the UK, Canada, New Zealand and South Korea are all in the process of raising key benchmark rates to curb inflation. Meanwhile, financial markets remain concerned that the central banks will raise rates too aggressively and tip their economies into recession. In China, retail and factory activity has fallen sharply in recent months as wide Covid-19 lockdowns confined workers and consumers to their homes and severely disrupted supply chains again, casting a long shadow over the outlook for the world's second-largest economy. Share markets continue to be volatile due to rising inflation and concerns of stagnating economic growth. The US S&P 500 index had a modest gain of 0.2% following its sharp fall in April, European shares were down 0.6% Japanese shares had rebound from last month, up 0.8%. Australian shares slumped by 3% with IT and telecom sectors down over 8%.

Domestic issues

The change in Australia's federal government is expected to make little immediate difference to prevailing economic conditions. Sharply higher energy prices, rising interest rates and stubbornly sluggish wage increases will now be Labour's challenges. Latest wages growth data edged only slightly higher in the March quarter, rising to 2.4% year over year. However, there are signs that sharper wage increases are on their way in the coming months. The long run average of annual wage growth is just over 3%. Australia's unemployment rate dropped to 3.9%, its lowest level since the mid-1970s. Overall there was an increase in 4000 jobs, with full-time positions increasing by 92k offset by fall of 88k in part-time roles. Retail sales continue to record gains well ahead of its pre-pandemic levels. A gain of nearly 1% last month has taken retail sales to +15% above its pre-covid trendline. The surge in demand is expected to simmer down as interest rate hikes take hold of discretionary spending.

Interest rates

The RBA rose the official cash rate from 0.10% to 0.35% at its May meeting. While the RBA Board considered a smaller initial increase, they acknowledged that inflationary pressures appeared to be more persistent than originally forecast. The Board also stated that more increases would be needed in the near future to help bring inflation back within the 2-3% target range. The market is pricing in a 0.50% cash rate by the end of June and 2.50% by the end of 2022, same levels as last month, but the market has trimmed back on late-2023 expectations, down to 3.20% from 3.50% last month.

Investment Portfolio Commentary

Council's investment portfolio returned -1.20%pa (-0.10% actual) for the month of May versus the bank bill index benchmark return of 0.41%pa. For the past 12 months, the investment portfolio has returned -0.15% return, versus the bank bill index benchmark's 0.05%pa. During May, Council had no term deposit maturities and no new deposits.

The NSW TCorpIM LT Growth Fund recorded a negative marked-to-market return in May of -0.84% (actual) and was reason for Council's overall negative result. The fund was mainly affected by a poor result in its Australian share component.

The Australian share market (All Ords) dropped by 3% in May led lower by another poor month in the interest rate sensitive IT sector which was down 8%. Telecoms, down 6.7%, Consumer Staples, -6.6%, and Consumer Discretionary, -5.5%, were the worst hit sectors during the month in which no major sector recorded a positive result.

On the positive side, with the sharp rise in interest rates, new TDs and securities are offering rates at levels not seen in over 2 years.

Council has a well-diversified portfolio invested predominantly among a range of term deposits and senior ranked floating rate notes from highly rated government and Australian bank issuers. Council also has a quarter of its portfolio invested in professionally managed funds, via NSW TCorp, which provide exposure to a wide range of asset classes, including international and domestic shares. It is expected that Council's portfolio will achieve above benchmark returns over the medium/long term with prudent investment selection.

Council's Portfolio by Source of Funds – May 2022

As at 31 May 2022, Council's Investment Portfolio had a current market valuation of \$25,406,208 or principal value (face value) of \$25,394,308 and was compliant with policy and

legislative requirements as per the table above.

	Source of Funds	Principal Amount
GENERAL	Operating Capital & Internal Restrictions	\$18,437,308
Fund	Royalties Reserve	\$727,000
	Domestic Waste Management Reserve	\$1,967,000
	Grants	\$4,263,000
	TOTAL PORTFOLIO	\$25,394,308

Certificate by Responsible Accounting Officer

All investments have been placed in accordance with Council's Investment Policy, Section 625 of the *Local Government Act 1993* (as amended), the Revised Ministerial Investment Order gazetted 11 February 2011, Clause 212 of the *Local Government (General) Regulations 2005*- and Third-Party Investment requirements of the then Department Local Government Circular 06-70. Council continues to obtain independent financial advice on its investment portfolio in accordance with the then Department of Local Government Circular of 16 September 2008.

Community Engagement:

Nil

Strategic Direction:

Key Direction 4: Our Leadership

Objective 4.1: Openness and Transparency in Decision Making

Action 4.1.1 Maintain good governance and best practice methods and ensure

compliance with various guidelines and legislation.

Relevant Legislation:

This report is provided for Council's consideration in compliance with the requirements of *Part 9, Division 5, Clause 212 of the Local Government (General) Regulations 2005.*

Financial Implications:

The recommendation has no financial impact.

Attachments

1. J May 2022 Investment Report

SIMON BROWN CHIEF FINANCIAL OFFICER

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>

INVESTMENT REPORT FOR MAY 2022



Investment Summary Report May 2022

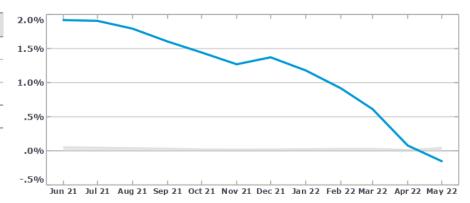


Broken Hill City Council

Executive Summary - May 2022



	THVC5thicht Ho	langs	
By Product	Face Value (\$)	Current Value (\$)	Current Yield (%)
Cash	17,094,441.76	17,094,441.76	0.3880
Managed Funds	4,799,866.60	4,799,866.60	-8.2090
Term Deposit	3,500,000.00	3,511,900.00	0.9229
	25,394,308.36	25,406,208.36	-1.1633



Investment Performance

Investment Policy Compliance
Highest Individual Exposures
Term to Maturities

AusBond BB Index Rolling 12 month Return Portfolio Rolling 12 month Return

	Tota	al Credit E	xposure				Н	lighest Ir	ndividual	Exposure	:S	
AA			•		-	WBC						- 4
A					-	MAC						_
BBB 📥		-			-							
TCm					-	NSW TCm			•			-
TCc 🔹					-	BoQ						-
0%	20%	40%	60%	80%	100%	NAB						- 4
		% of po	ortfolio				0%	10%	20%	30%	40%	50%
Portfolio Exposure Investment Policy Limit				U 70	10%		ortfolio	40%	30%			

Maturity Profile	Face Value (\$)		Policy Max
Less than 1yr	24,394,308	96%	100%
Greater than 1yr	1,000,000	4%	60%
	25,394,308		

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Investment Holdings Report



Cash Accounts						
Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
6,054,363.58	0.6000%	Macquarie Bank	A+	6,054,363.58	540354	Accelerator
5,453,242.14	0.5500%	Westpac Group	AA-	5,453,242.14	535442	90d Notice
5,586,836.04	0.0000%	Westpac Group	AA-	5,586,836.04	473409	Cheque
17,094,441.76	0.3880%			17,094,441.76		

Managed Funds							
Face Value (\$)		Institution R	redit ating	Fund Name	Current Value (\$)	Deal No.	Reference
625,164.14	0.0364%	NSW T-Corp (Cash)	TCc	Cash Fund	625,164.14	535329	
4,174,702.46	-0.8444%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	4,174,702.46	536441	
4,799,866.60					4,799,866.60		

Term De _l	posits									
Maturity Date	Face Value (\$)	Rate (%pa)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency Reference
8-Jun-22	500,000.00	0.5000%	ME Bank	BBB+	500,000.00	9-Jun-21	502,445.21	541512	2,445.21	At Maturity
12-Oct-22	500,000.00	0.4100%	National Australia Bank	AA-	500,000.00	13-Oct-21	501,297.40	541988	1,297.40	At Maturity
24-Oct-22	500,000.00	1.4500%	National Australia Bank	AA-	500,000.00	27-Apr-22	500,695.21	542702	695.21	At Maturity
16-Nov-22	500,000.00	0.7000%	ME Bank	BBB+	500,000.00	17-Nov-21	501,879.45	542099	1,879.45	At Maturity
27-Apr-23	500,000.00	2.1500%	National Australia Bank	AA-	500,000.00	27-Apr-22	501,030.82	542701	1,030.82	At Maturity
16-Aug-23	500,000.00	0.6200%	National Australia Bank	AA-	500,000.00	18-Aug-21	502,437.53	541757	2,437.53	Annually
27-Sep-23	500,000.00	0.6300%	National Australia Bank	AA-	500,000.00	29-Sep-21	502,114.38	541935	2,114.38	Annually
	3,500,000.00	0.9229%			3,500,000.00		3,511,900.00		11,900.00	



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INVESTMENT REPORT FOR MAY 2022

Broken Hill City Council

Accrued Interest Report - May 2022



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				0.00	31	0.00	.00%
Westpac Group	535442	90d Notice				2,742.61	31	2,742.61	.55%
Macquarie Bank	540354	Accelerator				3,183.04	31	3,183.04	.60%
Cash Total						5,925.66		5,925.66	.39%
Managed Funds									
Cash Fund	535329			29-May-17		0.00	31	227.29	.43%
Medium Term Growth Fund	536441			12-Feb-18		0.00	31	-35,553.31	-9.50%
Managed Funds Total						0.00		-35,326.02	-8.27%
Term Deposit									
ME Bank	541512			09-Jun-21	08-Jun-22	0.00	31	212.33	.50%
National Australia Bank	541988			13-Oct-21	12-Oct-22	0.00	31	174.11	.41%
National Australia Bank	542702			27-Apr-22	24-Oct-22	0.00	31	615.76	1.45%
ME Bank	542099			17-Nov-21	16-Nov-22	0.00	31	297.26	.70%
National Australia Bank	542701			27-Apr-22	27-Apr-23	0.00	31	913.01	2.15%
National Australia Bank	541757			18-Aug-21	16-Aug-23	0.00	31	263.28	.62%
National Australia Bank	541935			29-Sep-21	27-Sep-23	0.00	31	267.53	.63%
Term Deposit Total						0.00		2,743.28	.92%
						5,925.66		-26,657.08	<u>-1.20%</u>



Investment Performance Report



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Portfolio Annualised Return

AusBond BB Index Annualised Return

Historical Performance Summary					
	Portfolio	AusBond BB Index	Outperformance		
May 2022	-1.20%	0.41%	-1.61%		
Last 3 Months	-1.69%	0.09%	-1.78%		
Last 6 Months	-1.50%	0.07%	-1.57%		
Financial Year to Date	-0.42%	0.05%	-0.47%		
Last 12 months	-0.15%	0.05%	-0.20%		



Investment Performance Report



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Historical Performance Summary (actual)					
	Portfolio	AusBond BB Index	Outperformance		
May 2022	-0.10%	0.03%	-0.13%		
Last 3 Months	-0.43%	0.02%	-0.45%		
Last 6 Months	-0.75%	0.04%	-0.79%		
Financial Year to Date	-0.39%	0.05%	-0.44%		
Last 12 months	-0.15%	0.05%	-0.20%		



Investment Policy Compliance Report - May 2022





Credit Rating Group	Face Value (\$)		Policy Max	
AA	13,540,078	53%	100%	
A	6,054,364	24%	60%	
BBB	1,000,000	4%	35%	
TCm	4,174,702	16%	30%	
TCc	625,164	2%	30%	0
	25,394,308			

Bank of Queensland (BBB+) 4% 10% \Box National Australia Bank (AA-) 10% 45% \Box		Portfolio Exposure		
NSW T-Corp (TCm) 16% 30% 0 Bank of Queensland (BBB+) 4% 10% 0 National Australia Bank (AA-) 10% 45% 0	Westpac Group (AA-)	43%	45%	
Bank of Queensland (BBB+) 4% 10% \Box National Australia Bank (AA-) 10% 45% \Box	Macquarie Bank (A+)	24%	30%	
National Australia Bank (AA-) 10% 45% [NSW T-Corp (TCm)	16%	30%	
	Bank of Queensland (BBB+)	4%	10%	
NSW T-Corp (TCc) 2% 30% 🛭	National Australia Bank (AA-)	10%	45%	
	NSW T-Corp (TCc)	2%	30%	0

Maturity Profile	Face Value (\$)		Policy Max	
Less than 1yr	20,015,190	96%	100%	
Greater than 1yr	750,000	4%	80%	0

25,394,308

Face Value (\$)	
21,894,308	86%
500,000	2%
1,500,000	6%
500,000	2%
1,000,000	4%
25,394,308	
	Value (\$) 21,894,308 500,000 1,500,000 500,000 1,000,000

Specific Sub Limits				
BBB+	1,000,000	4%	35%	

=	compliant
=	non-compliant

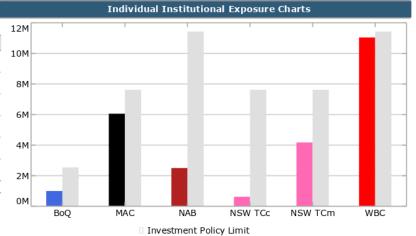


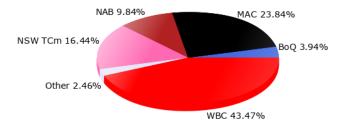
Individual Institutional Exposures Report



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Individual Institutional Exposures										
	Current Exposures	Policy Limit	Capacity							
Bank of Queensland (BBB+)	1,000,000 4%	2,539,431 10%	1,539,431							
Macquarie Bank (A+)	6,054,364 24%	7,618,293 30%	1,563,929							
National Australia Bank (AA-)	2,500,000 10%	11,427,439 45%	8,927,439							
NSW T-Corp (TCc)	625,164 2%	7,618,293 30%	6,993,129							
NSW T-Corp (TCm)	4,174,702 16%	7,618,293 30%	3,443,591							
Westpac Group (AA-)	11,040,078 43%	11,427,439 45%	387,361							
	25,394,308									







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Broken Hill City Council

Cash Flows Report



Current Month Cashflows				
Transaction Date Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Cashflow Received
		<u></u>	Net Cash Movement for Period	

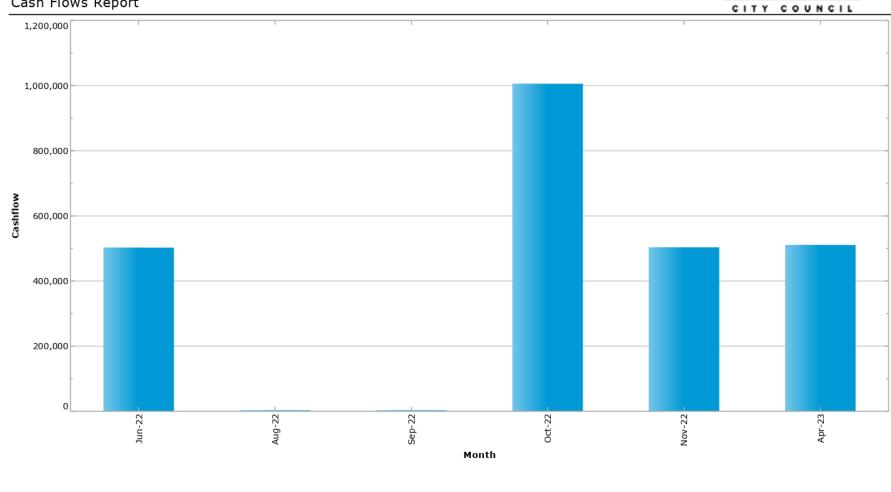
Next Month Cash	ıflows				
<u>Transaction Date</u>	<u>Deal No.</u>	<u>Cashflow Counterparty</u>	<u>Asset Type</u>	<u>Cashflow Description</u>	<u>Cashflow Due</u>
8-Jun-22	541512	ME Bank	Term Deposit	Interest - Received	2,493.15
		ME Bank	Term Deposit	Maturity Face Value - Received	500,000.00
				<u>Deal Total</u>	<u>502,493.15</u>
				Day Total	502,493.15
				Net Cash Movement for Period	<u>502,493.15</u>



Broken Hill City Council Cash Flows Report



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POLICY AND GENERAL COMMITTEE

June 16, 2022

ITEM 9

COUNCILLORS REPORT NO. /22

<u>SUBJECT:</u> <u>MATTER OF URGENCY RAISED AT THE JUNE POLICY AND</u>

GENERAL COMMITTEE MEETING - COUNCIL'S SUBMISSION TO THE NSW DEPARTMENT OF PLANNING AND ENVIRONMENT REGARDING THE DRAFT WESTERN REGIONAL WATER

STRATEGY D22/31655

Recommendation

1. That Councillors Report No. /22 dated June 16, 2022, be received.

- 2. That Council forwards a submission to the NSW Department of Planning and Environment regarding the Draft Western Regional Water Strategy objecting to the proposed critical dry condition trigger level of 195 GL for Menindee Lakes total storage capacity for implementing temporary water restrictions (once this trigger is reached there would be no releases beyond the minimum flow requirements from lakes Wetherell, Pamamaroo, Menindee, Cawndilla and Tandure).
- 3. That Council delegates authority to the Mayor, Councillor Browne and the General Manager to formulate Council's submission and forward said submission to the Department of Planning and Environment by the closing date of 13 July 2022.

Executive Summary:

This matter was raised as a matter of urgency by Councillor Browne at the June Policy and General Committee Meeting held 15 June 2022 following Councillor Browne's attendance at the NSW Department of Planning and Environment's public consultation of the Draft Western Regional Water Strategy earlier that day at the Town Hall at Menindee.

The matter of urgency was accepted by the Chair of the Policy and General Committee due to the requirement for Council to resolve at the June Council Meeting whether to make a submission regarding the Draft Western Regional Water Strategy as submissions close on 13 July 2022 (prior to the July Council Meeting).

The Draft Western Regional Water Strategy can be found on the NSW Department of Planning and Environment's website at: https://water.dpie.nsw.gov.au/plans-and-programs/regional-water-strategies/public-exhibition/western-regional-water-strategy

Attachments

There are no attachments for this report

M BROWNE COUNCILLOR

FURTHER REPORTS

1.	BROKEN HILL CITY COUNCIL REPORT NO. 146/22 - DATED JUNE 20, 2022 - COUNCILLOR ATTENDANCE AT THE LOCAL GOVERNMENT NSW ANNUAL CONFERENCE TO BE HELD IN THE HUNTER VALLEY 23 -25 OCTOBER 2022 (D22/31965)
2.	BROKEN HILL CITY COUNCIL REPORT NO. 147/22 - DATED JUNE 16, 2022 - CORRESPONDENCE REPORT - NSW GOVERNMENT'S BUDGET ANNOUNCEMENT OF \$5 BILLION TO ADDRESS AFFORDABLE CHILDCARE ACROSS NSW (D22/31504)
3.	BROKEN HILL CITY COUNCIL REPORT NO. 148/22 - DATED JUNE 23, 2022 - DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2022/2023, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2022/2023 (D22/29991)
4.	BROKEN HILL CITY COUNCIL REPORT NO. 149/22 - DATED JUNE 23, 2022 - ADOPTION OF THE DRAFT LONG TERM FINANCIAL PLAN 2023-2032 (D22/30311)
5.	BROKEN HILL CITY COUNCIL REPORT NO. 150/22 - DATED JUNE 23, 2022 - ADOPTION OF THE WORKFORCE MANAGEMENT STRATEGY 2022-2026 (D22/30371)
6.	BROKEN HILL CITY COUNCIL REPORT NO. 151/22 - DATED JUNE 22, 2022 - BROKEN HILL LIBRARY AND ARCHIVES PROJECT DESIGN AMENDMENT - ADDITIONAL FEES (D22/32340)
7.	BROKEN HILL CITY COUNCIL REPORT NO. 152/22 - DATED JUNE 23, 2022 - NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMUNITY COMMITTEES (D22/29668)
8.	BROKEN HILL CITY COUNCIL REPORT NO. 153/22 - DATED JUNE 16, 2022 - MINUTES OF THE BROKEN HILL LEAD REFERENCE GROUP MEETING HELD 19 MAY 2022 (D22/31599)
9.	BROKEN HILL CITY COUNCIL REPORT NO. 154/22 - DATED JUNE 23, 2022 - ACTION LIST REPORT (D22/30463)

ORDINARY MEETING OF THE COUNCIL

June 20, 2022

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 146/22

SUBJECT: COUNCILLOR ATTENDANCE AT THE LOCAL GOVERNMENT

NSW ANNUAL CONFERENCE TO BE HELD IN THE HUNTER
VALLEY 23 -25 OCTOBER 2022 D22/31965

Recommendation

1. That Broken Hill City Council Report No. 146/22 dated June 20, 2022, be received.

- 2. That Council determines its Councillor Delegates to attend the Local Government NSW Annual Conference to be held in the Hunter Valley 23-25 October 2022.
- 3. That Council determines its two voting delegates and advise Local Government NSW by 5pm on Monday 10 October 2022.
- 4. That Council notes that the following motion from the 30 March 2022 Council Meeting (Minute Number 46797) will be submitted once motions open on 4 July 2022 and determine any further motions to the Conference in-line with the criteria for motions.
 - "...That the motion be resubmitted as follows: That Local Government NSW calls on the Premier of NSW and the Minister for Local Government to ban Developers only from serving as Councillors.

That it is noted that BHCC supports the rights of all to represent Local Government if they meet the current Legislative requirements..."

- 5. That Council notes that as per the Policy and General Committee's meeting with representatives of Local Government NSW, the General Manager and CEO of Local Government NSW are liaising to formulate additional motions and these motions will be presented to the July 2022 Policy and General Committee for recommendation to the July 2022 Council Meeting for adoption.
- 6. That motions along with the accompanying Council resolution be submitted once motions open on 4 July 2022 and prior to the closing date of 29 August 2022.

Executive Summary:

Attendance of Council's delegates at the LGNSW Annual Conference is by Council resolution. The Conference is to be held in the Hunter Valley from 23-25 October 2022. This report is presented to Council to determine its Councillor Delegates and its two Voting Delegates in order that accommodation can be secured and registrations can be submitted when early bird registrations open on 4 July 2022.

Further motions to the conference (in addition to the motion resolved by Council as per Minute No. 46797 of the 30 March 2022 Council Meeting) will be the subject of a report to the July 2022 Policy and General Committee for recommendation to the July 2022 Ordinary Council Meeting as a result of the Committee's meeting with representatives of Local Government NSW on 9 June 2022.

Report:

The LGNSW Annual Conference is the annual policy-making event for councils of NSW. The Conference is the pre-eminent event of the local government year where local Councillors come together to share ideas and debate issues that shape the way we are governed.

The theme for the Annual Conference and the draft program have not yet been released but based on the format of previous years the Conference will include addresses by keynote speakers, presentations, panel addresses, workshops and trade exhibitions all tailored to the various aspects and current issues facing Local Government.

Attendance at the Conference will ensure that remote areas such as the Far West are not placed at a disadvantage by decisions made.

Registration for voting and non-voting delegates will open on **Monday 4 July 2022**, with discounted early bird rates available until **Wednesday 17 August 2022**. Standard registrations open on **Thursday 18 August 2022** and close at 5pm on **Monday 10 October 2022**.

Voting

Voting delegates must be registered to attend the Conference and be registered as a nominated voting delegate.

To vote on motions, delegates must be an elected member of a council, county council, the Lord Howe Island Board (LHIB), Norfolk Island Regional Council (NIRC) or Related Local Government Body (RLGB) or an Administrator appointed in accordance with the *Local Government Act 1993*.

As per the Rules of the Local Government NSW (Rule 23) the formula to determine the number of voting delegates for a Council with the population between 10,001 to 20,000 is 2, therefore **Broken Hill City Council is entitled to 2 voting delegates**.

Ordinary members need to advise LGNSW of the name(s) of their nominated voting delegate(s) for voting on motions.

Members are required to advise LGNSW of the names of their nominated voting delegates by 5pm on Monday 10 October 2022.

Motions

The Board encourages submission of motions along with the accompanying Council Resolution by **Monday 29 August 2022** to allow printing and distribution of the Business Paper before the Conference.

The Board has resolved that motions will be included in the Business Paper for the conference only where they:

- are consistent with the objectives of the Association (as per Rule 4 of the Association's Rules)
- 2. relate to Local Government in NSW and/or across Australia
- 3. concern or are likely to concern Local Government as a sector
- 4. seek to advance the Local Government policy agenda of the Association and/or improve governance of the Association

5. have a lawful purpose (a motion does not have a lawful purpose if its implementation would require or encourage non-compliance with prevailing laws);

- 6. are clearly worded and unambiguous in nature, and
- do not express preference for one or several members over one or several other members.

As a Council Resolution must accompany any motions that Council wishes to submit, the last Council Meeting that these motions must be resolved is at the July 2022 Ordinary Council Meeting in order to meet the submission deadline of 29 August 2022.

Council has already determined one motion for the Conference, at its Ordinary Meeting held 30 March 2022, (Minute Number 46797):

"...That the motion be resubmitted as follows: That Local Government NSW calls on the Premier of NSW and the Minister for Local Government to ban Developers only from serving as Councillors.

That it is noted that BHCC supports the rights of all to represent Local Government if they meet the current Legislative requirements...."

Council also resolved at its Ordinary Meeting held 25 May 2022, to meet with representatives of Local Government NSW to discuss a possible motion regarding opportunities for an upgrade to mobile phone coverage across regional NSW, under the black spot funding program and Council resolved (Minute Number 46849):

"...That the Policy and General Committee liaise with Local Government NSW regarding the inadequate mobile phone coverage in and around Broken Hill and opportunities for an upgrade to mobile phone coverage under the black spot funding program; and that a motion be submitted to the Local Government NSW Annual Conference regarding the inadequate mobile phone coverage across regional NSW."

Members of the Policy and General Committee along with Council's Executive Leadership Team met with the President and Chief Executive Officer of Local Government NSW on Thursday 9 June 2022 to discuss the above matter and other matters affecting regional NSW which may be eligible as motions to the Annual Conference; with the outcome of this meeting being that the Chief Executive Officer of Local Government NSW will liaise with Council's General Manager to assist with the formulation of additional motions.

A further report will be presented to the July 2022 Policy and General Committee for recommendation to the July 2022 Ordinary Council Meeting for adoption of additional motions to the Conference.

Community Engagement:

Nil

Strategic Direction:

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

Relevant Legislation:

Local Government Act 1993 Local Government (General) Regulation 2005

Financial Implications:

The following fees are based on the 2019 Annual Conference that was held in-person:

Registration papers have not yet been released.

As an indication only, following are the costs associated with attending the last inperson Conference held in 2019 Local Government NSW Annual Conference per person:

Early Bird Registration Fee 2019	\$840.00 per person
OR - Standard Registration Fee 2019	\$940.00 per person
Conference Dinner Ticket 2019	\$110.00 per person
Return flights to Newcastle	\$1,200.00 per person
Hire Car - Newcastle to Hunter Valley and return	\$870.00 per group
Accommodation – Capital City rate (within Council's policy limits)	\$220.00/person/night

Councillors will also be reimbursed for any out-of-pocket travel expenses incurred as per Council's adopted Councillor Support Policy.

Attachments

1. U Preliminary LGNSW Annual Conference Information

LEISA BARTLETT
EXECUTIVE OFFICER

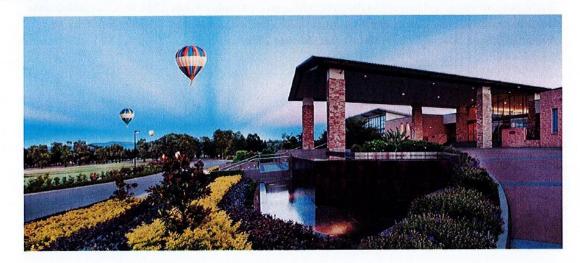
JAY NANKIVELL GENERAL MANAGER 6/22/22, 2:34 PM

2022 Annual Conference

Contact Us

Account Log In





The 2022 Local Government Annual Conference will be held from Sunday 23 October to Tuesday 25 October 2022 at Crowne Plaza Hunter Valley.

Accommodation

As accommodation can be difficult to obtain in the Hunter Valley, we recommend you book early. **Please note** that there are only limited rooms now available at Crowne Plaza.

CROWNE PLAZA MEMBER BOOKING RATE

The Crowne Plaza Hunter Valley's reservations team can make bookings over the phone, with someone onsite from 0800-1700 Monday-Saturday. Call them on 02 4991 0970 or email reservations.hunter@ihg.com.

The accommodation options below are offering members special rates. Click on the links below (or call) to book.

- voco: Kirkton Park Hunter Valley (9 min drive to Crowne Plaza). Discount code is pre-filled
- · Chateau Elan at the Vintage (8 min drive to Crowne Plaza). Discount code is pre-filled
- Mercure Resort Hunter Valley Gardens (5 min drive to Crowne Plaza). Discount code (phone only): LGAC0522
- Harrigan's Irish Pub (6 min drive to Crowne Plaza). Discount code (phone only) LGAC0522
- · Oaks Cypress Lakes Resort (7 min drive to Crowne Plaza)
- Spicer's Guesthouse (8 min drive to Crowne Plaza) Discount code (Phone only 1300 590 075):
 2022 Local Government Annual Conference

1/3

6/22/22, 2:34 PM

2022 Annual Conference

- Estate Tuscany (12 min drive to Crowne Plaza). Discount code (phone only) is Local Government NSW or TWE-GF5908
- Wine Country Motor Inn (12 min drive to Crowne). Discount code (phone only) is WCMI-LGNSW22

Registration

Registration for voting and non-voting delegates will open on Monday 4 July 2022, with discounted early bird rates available until Wednesday 17 August 2022. Standard registrations open on Thursday 18 August 2022 and close at 5pm on Monday 10 October 2022.

Quick links

NSW COUNCILS

SUBSCRIBE TO OUR NEWSLETTER

ADVOCACY

ABOUT US

ORDINARY MEETING OF THE COUNCIL

June 16, 2022

ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 147/22

<u>SUBJECT:</u> <u>CORRESPONDENCE REPORT - NSW GOVERNMENT'S BUDGET</u>

ANNOUNCEMENT OF \$5 BILLION TO ADDRESS AFFORDABLE
CHILDCARE ACROSS NSW D22/31504

Recommendation

- 1. That Broken Hill City Council Report No. 147/22 dated June 16, 2022, be received.
- That email correspondence dated 15 June 2022 from The Hon Mark Coulton MP advising of the NSW Government's budget allocation announcement of \$5 billion over 10 years to address affordable childcare across NSW through the Affordable and Accessible Childcare and Economic Participation Fund to be established in this year's budget, be received.
- 3. That Council notes that the correspondence states that the key intentions of the Affordable and Accessible Childcare and Economic Participation Fund is to establish new centres in cities/towns categorised as "childcare deserts" of which Broken Hill falls within this category.

Report:

At the first Council Meeting of the newly elected Council held 12 January, 2022 Council considered Mayoral Minute No. 2 containing 48 recommendations and Council resolved at item 21 (Minute No. 46690):

"...21. That options to increase childcare be referred to the Policy and General committee."

A report regarding Childcare Options was subsequently presented to the March Standing Committee and considered at the March Council Meeting where Council resolved (Minute No. 46783):

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 71/22 - DATED MARCH 11, 2022 - CHILDCARE AVAILABILITY BROKEN HILL D22/12769

RESOLUTION Resolved

Minute No. 1

Councillor R Algate moved) 1. That B

- 1. That Broken Hill City Council Report No. 71/22 dated March 11, 2022, be received.
- That Council note the initiation of a Council developed Liveability & Housing Strategy to support advocacy and assist in the identification and resourcing to improve livability within the City.

Councillor D Turley seconded

 That Council continues to support the work of the Foundation Broken Hill Project Officer to identify and research improved childcare.

- 4. That Council partners with Foundation Broken Hill to advocate for additional services for the expansion of services.
- That Council writes to the appropriate
 Federal & State Ministers as well as Local
 Members, The Honorable Mark Coulton and
 Mr Roy Butler to reinforce the urgency of
 increasing childcare availability within the
 City.
- 6. That the Mayor and Councillors meet with the Federal Member when he is next in Broken Hill, to discuss the issue.

CARRIED UNANIMOUSLY

As pe the above Council resolution, correspondence was sent to the newly elected Federal and State Ministers and well as the State and Local Members regarding the urgent need to increased childcare availability in the City.

Council has received emailed correspondence on 15 June 2022 from the State Member, The Hon Mark Coulton MP, advising that on 14 June 2022, the NSW Government announced a budget allocation of \$5 billion over the decade to expand access to high quality and affordable childcare across NSW through the Affordable and Accessible Childcare and Economic Participation Funds to be established in this year's budget. The correspondence also advised that the key intentions of the Fund is to establish new centres in childcare deserts of which Broken Hill falls into this category.

A copy of the email correspondence is attached along with information provided regarding the Affordable and Accessible Childcare and Economic Participation Fund on the NSW Treasury website.

Attachments

- 1. Email correspondence from The Hon Mark Coulton MP
- Û
- 2. NSW Treasury website information re NSW Government's Affordable and
- Accessible Childcare and Economic Participation Fund

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

Leisa Bartlett

Subject:

FW: Office of the Mayor RE: Child Care availability in Broken Hill

From: Coulton, Mark (MP) < Mark.Coulton.MP@aph.gov.au>

Sent: Wednesday, 15 June 2022 4:25 PM

To: Broken Hill City Council < council@brokenhill.nsw.gov.au > Cc: Executive Support < Executive.Support@brokenhill.nsw.gov.au > Subject: ATT: Office of the Mayor RE: Child Care availability in Broken Hill

Dear Mayor

Thank you for writing to me sharing Council's resolution concerning Child Care availability in Broken Hill in its meeting on 30 March 2022.

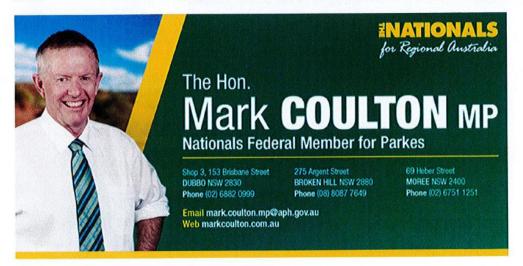
I appreciate Council's concerns on this matter and recognise the impediment the community faces in unlocking its full potential should it not be able to offer sufficient care arrangements for new and existing community members. The former Coalition Government had committed to spending \$10.3 billion on childcare this financial year, increasing to \$11 billion next financial year. During the COVID-19 pandemic, we provided \$3.2 billion in direct assistance for childcare centres and early educators, on top of \$2 billion in JobTrainer to see the highest increase in early childhood educators being trained in a generation.

On 14 June 2022 the NSW Government announced a landmark investment of up to \$5 billion over the decade to expand access to high quality, affordable childcare across NSW through the Affordable and Accessible Childcare and Economic Participation Fund to be established in this year's budget. Crucially, I note one of the key intentions of the fund is to establish new centres in childcare deserts. I anticipate that the Member for Barwon will provide further assistance in this regard however further information on the Fund is available here.

From a Federal perspective, I have made representation on behalf of Broken Hill City Council to the new Minister for Early Childhood Education, the Hon Dr Anne Aly MP, seeking her advice on initiatives which the Labor Government will progress to address this matter. I will make further contact when I have received the Minister's response.

Regards

Mark



Affordable and Accessible Childcare | NSW Treasury

https://www.treasury.nsw.gov.au/childcare-fund/affordable-and-accessi...



Treasury



NSW Treasury > Projects & research

- > Women's Economic Opportunities Review
- > The affordable and accessible childcare and economic participation fund
- > Affordable and Accessible Childcare

Affordable and Accessible Childcare

The Affordable and Accessible Childcare and Economic Participation Fund

1 of 3 16/06/2022, 1:21 pm

CORRESPONDENCE REPORT - NSW GOVERNMENT'S **BUDGET ANNOUNCEMENT OF \$5 BILLION TO ADDRESS** AFFORDABLE CHILDCARE ACROSS NSW

Attachment 2 **NSW Treasury website - information** re NSW Government's Affordable and Accessible Childcare and **Economic Participation Fund**

Affordable and Accessible Childcare | NSW Treasury

 $https://www.treasury.nsw.gov.au/childcare-fund/affordable-and-accessi\dots\\$

The NSW Government's Affordable and Accessible Childcare and Economic Participation Fund is a landmark investment of up to \$5 billion over 10 years to boost access and affordability of childcare.

Childcare providers will be able to bid for funding through a competitive process, commencing in financial year 2023-24, to help them deliver more accessible and affordable childcare.

Funding guidelines will be determined following extensive consultation with early childhood education and care sector, however funding is intended to be used to expand infrastructure in overcrowded centres, establish new centres in childcare deserts, employ staff or reduce the fees passed on to parents facing some of the highest disincentives to return to the workforce because of childcare costs.

Support will be targeted at areas with low levels of childcare accessibility and where households face the highest financial barriers to working as a result of childcare costs.

To provide industry and families confidence, the State's investment will be made through a fund - the Affordable and Accessible Childcare and Economic Participation Fund (Fund) - which provides long term funding arrangements. This will mean that NSW families and childcare service providers can plan and invest with confidence. Investment from the Fund will be guided by expert independent reports and Department of Education data, which will underpin a long-term plan for the expansion of the childcare system in New South Wales the expansion of the childcare system in New South Wales.

The Fund is designed to provide flexibility on funding, so that it can complement the Australian Government's childcare policy framework. The Australian Government's current demand side subsidy mechanism provides an important part of the policy architecture, improving affordability, while supporting competition and parental choice. However, as demonstrated by the accessibility challenges of childcare services in parts of New South Wales and the high workforce disincentive rates faced by secondary income earners, it does not address all issues. Research suggests the current problems related to childcare accessibility are likely driven by workforce issues, difficulty in suppliers responding to demand because of the structure of the industry and the short-term nature of demand¹. These issues can be addressed through financial support programs targeting providers, which is what the Fund is designed to do.

Because the Commonwealth childcare subsidy arrangements can change, the Fund is also designed to evolve over time to meet contemporary challenges and address gaps that may arise as Commonwealth policy evolves. To that end, the NSW Government will invest \$775 million over the next four years. From 2026-27 onwards, the NSW Government will invest an amount recommended by an

2 of 3 16/06/2022, 1:21 pm

CORRESPONDENCE REPORT - NSW GOVERNMENT'S BUDGET ANNOUNCEMENT OF \$5 BILLION TO ADDRESS AFFORDABLE CHILDCARE ACROSS NSW

Attachment 2
NSW Treasury website - information
re NSW Government's Affordable
and Accessible Childcare and
Economic Participation Fund

Affordable and Accessible Childcare | NSW Treasury

https://www.treasury.nsw.gov.au/childcare-fund/affordable-and-accessi...

independent expert to ensure NSW families have access to childcare at prices that do not disincentivise women returning to work, capped at \$650 million per year indexed to CPI.

The Fund will boost access to high-quality and affordable childcare

It is expected that this funding, with proposed Australian Government reforms, will support the delivery of approximately an additional 47,000 ongoing affordable childcare places, ramping up over a number of years. In addition, it is estimated that investing in childcare will save a middle-income western Sydney family currently living in a childcare desert with one child in childcare that benefits from the investment up to \$3,900 per year and an equivalent middle-income family living in regional New South Wales in a childcare desert with two children in care that benefits from the Fund up to \$7,800 a year in childcare costs.

¹Warner, Mildred E.; Gradus, Raymond (2009): The Consequences of Implementing a Child Care Voucher: Evidence from Australia, The Netherlands and USA, Tinbergen Institute Discussion Paper, No. 09-078/3, Tinbergen Institute, Amsterdam and Rotterdam at 14-15.

Last updated: 16/06/202

Your Feedback





NSW Treasury pays respect to the Traditional Custodians and First Peoples of NSW and acknowledges their continued connection to country and culture.



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3 of 3

ORDINARY MEETING OF THE COUNCIL

June 23, 2022

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 148/22

SUBJECT: DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING

DRAFT OPERATIONAL PLAN 2022/2023, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2022/2023 D22/29991

Recommendation

1. That Broken Hill City Council Report No. 148/22 dated June 23, 2022, be received.

- 2. That Council notes that the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 was placed on public exhibition for 28 days closing at midnight on Wednesday 22 June 2022 (as per Minute No. 46851 and 46861) during which time Council received 2 written submissions from the public as well as 8 pieces of feedback from the community at popup public engagement sessions held at the Library, Town Square and Patton Park.
- 3. That Council notes and approves the following further amendments to the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023, as a result of the submissions received:
 - a) An ongoing landing fee waiver for charity 'Little Wings' who provide flights for children to attend medical appointments.
 - b) An ongoing landing fee waiver for charity 'Angel Flights' who provide flights for children to attend medical appointments as resolved at the Ordinary Council Meeting held 27 July 2011 (Minute Number 42936).
 - c) That Council approve the write off of \$18 including GST for a landing fee charged on 16/3/2022 for Little Wings.
 - 4. That Council adopts the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023.
- 5. That Council make and levy the following rates and charges under the Local Government Act 1993 for the 2021/2022 year:
 - A general residential rate under Sections 535 and 537 on all land categorised as residential and consisting of a 49.00% base rate of \$550.00 and a rate in the dollar on land value of 3.312683 cents;
 - ii. A rural-residential rate, being a sub-category of the general residential rate, under Sections 535 and 537 on all land categorised as rural-residential and consisting of

- a 49.00% base rate of \$528.00 and a rate in the dollar on land value of 0.488712 cents:
- iii. A residential-1(a) rate, being a sub-category of the general residential rate, under Sections 535 and 537 on all land categorised as residential-1(a) and consisting of a 49.00% base rate of \$377.00 and a rate in the dollar on land value of 1.040669 cents:
- iv. A general business rate under Sections 535 and 537 on all land categorised as business and consisting of a 15.00% base rate of \$786 and a rate in the dollar on land value of 9.083144 cents;
- v. A Business Industrial rate being a sub-category of the general business rate under Sections 535 and 537 on all land categorised as business industrial and consisting of a 15.00% base rate of \$1540 and a rate in the dollar on land value of 4.888147 cents:
- vi. A mixed development business rate under Sections 535 and 537 on all land categorised as mixed development business and consisting of a 21.00% base rate of \$786 and a rate in the dollar on land value of 9.083144 cents;
- vii. A mixed development residual rate under Sections 535 and 537 on all land categorised as mixed development residual and consisting of a 44.00% base rate of \$544.00 and a rate in the dollar on land value of 2.305963 cents;
- viii. A general mine rate under Sections 535 and 537 on all land categorised as mining and consisting of a nil base rate and a rate in the dollar on land value of 11.278683 cents:
- ix. A domestic waste management charge under Section 496 on each parcel of rateable residential land of \$53.00 per annum payable quarterly for domestic waste service available plus a user charge under Section 502 of \$301.00 per annum payable quarterly (one mobile garbage container only).
- x. A commercial waste user charge under Section 502 of \$447.00 per annum payable quarterly (3 x MGB containers),
- xi. A commercial waste user charge under Section 502 of \$411.00 per annum payable quarterly (1x600l bin only),
- xii. An additional MGB service user charge under Section 502 of \$159.00 per annum payable quarterly.
- xiii. That in accordance with Section 566(3) of the Local Government Act, 1993, Council adopts a 6% rate of interest charge payable on overdue rates and charges for the period 1 July 2022 to 30 June 2023.
- 6. That Council approve the increase of Waste vouchers supplied to residents from 5 to 8, and the ability of ratepayers holding a valid pension or disability pension concession to apply for extra vouchers.

Executive Summary:

In accordance with the *Local Government Act 1993* and the Integrated Planning and Reporting Guidelines, Council is required to prepare several documents to facilitate the

integration of long-term planning and implementation of Council activities. Core documents include the Community Strategic Plan, the Resourcing Strategy, the 4-year Delivery Program and the annual Operational Plan.

The Delivery Program is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, functions, projects, activities and funding allocations must be directly linked to this Program. Supporting the Delivery Program is the annual Operational Plan, which identifies the projects and actions that will be undertaken during the year to achieve the commitments made in the Delivery Program.

Council considered the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 at its Ordinary Meeting held 25 May 2022 and resolved:

)

ITEM 8 – BROKEN HILL CITY COUNCIL REPORT NO. 114/22 – DATED APRIL 01, 2022 –
DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN
2022/2023, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT
SCHEDULE OF FEES AND CHARGES 2022/2023
D22/15215

RESOLUTION

Minute No. 46851

Councillor R Algate moved Councillor D Gallagher seconded

Resolved

- 1. That Broken Hill City Council Report No. 114/22 dated April 1, 2022, be received.
- That Council endorse the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 for the purpose of public exhibition for community comment for a 28-day period.
- 3. That Council receives a further report at the conclusion of the exhibition period, outlining submissions received and any recommendation for changes arising, with a view to adopting the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 for implementation on 1 July 2022.
- 4. That Council endorses Rating Option 2 as provided in this report with overall rate revenue increasing by 2.3% as per the additional special variation application (ASV). Mines rates contribution increases to 16%, while Business industrial reduce to their 2019/20 level of 4.31%. Business rate contribution decreases by 0.82% from 17.58% to 16.76%.
- 5. That Council endorses Residential Waste Fees (Weighbridge) Option 1 as provided in this report to continue with the current model of waste charges but with an increased number of vouchers provided to ratepayers for mixed waste disposal. An increase from 5 vouchers to 8 vouchers

would allow ratepayers 3 extra visits to the Waste Management Facility free of charge with recyclables, e-waste, steel and iron and green waste up to 1 tonne continuing to be accepted free of charge without the use of a voucher. Additional vouchers can be supplied upon request for eligible residential customers.

6. That Council notes that a Waste Management Strategy is being developed.

CARRIED UNANIMOUSLY

Council also considered a separate report at the 25 May 2022 Ordinary Council Meeting regarding the introduction of a grant assistance fee for providing a service for local organisations on a fee recovery basis. Council resolved:

<u>ITEM 18 – BROKEN HILL CITY COUNCIL REPORT NO. 128/22 – DATED MARCH 04, 2022 – GRANT ASSISTANCE – FEE INTRODUCTION D22/11012</u>

)

RESOLUTION

Minute No. 46861 Councillor M Boland moved Councillor M Browne seconded

Resolved

- 1. That Broken Hill City Council Report No. 128/22 dated March 4, 2022, be received.
- 2. That Council adopts option 2 of the report to form part of the Draft Schedule of Fees & Charges 2022/2023, i.e. an amendment to the Draft Schedule of Fees & Charges 2022/2023 to include a Fee by quotation to provide grant writing assistance to local organisations on a cost recovery basis based on the actual time required to assist or write the grant application. If the applicant is successful with the grant, an additional 5% would be payable to Council, as an additional revenue stream to build future grant attraction capacity.
- 3. That Council's promotion of the grant assistance service explains that it is an additional service that Council will provide to the community to facilitate and increase grants to the community; and that it is not a revenue generating exercise for Council the fee charged is to cover the cost of providing this additional service.

CARRIED UNANIMOUSLY

The Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 was amended to reflect the financial modelling of Rating Option 2 and Residential Waste Fees Option 1 (as per Minute No. 46851) and the inclusion of Grant Assistance Fee Option 2 (as per Minute No. 46861) and placed on public exhibition for a 28 day period commencing 26 May 2022 and concluding at midnight on Wednesday 22 June 2022 during which time Council received 2 written submissions from the public as well as further submissions at the 3 popup engagement sessions held at the Library, Town Square and Patton Park in June..

Below is a table summarising the submissions received and whether any recommended amendments have been made to the Draft Plans as a result of the submissions received.

SUMMARY OF SUBMISSION RECEIVED	COUNCIL RESPONSE
A request for ongoing landing fee exemptions for Little Wings – A charity that flies sick children to medical appointments	Exemption included in Fees and charges
A submission indicating concern over hire fee charges for use of the Civic Centre for Schools	No amendment made, Civic Centre Hire fees have remained the same for 2022/23 as 2021/22
Popup engagement session - More money spent on streetlighting	No Amendment made. Streetlighting to be addressed following the completion of a streetlighting audit.
Popup engagement session – increased public lighting displays for holiday periods	No amendment made. \$30,000 allocated in 2022/23 for expansion of Councils Christmas display
Popup engagement session - Fix Memorial Oval Scoreboard	No amendment made. Council will liaise with the Memorial Oval section 355 committee to address issues with the scoreboard.
Popup engagement session – Spend more money on footpaths	No amendment made. Ongoing footpath renewals to continue according to Councils active transport plan and according to available funding
Popup engagement session - Create New Dog Park on western corner of Picton Oval Grounds	No amendment made. Suggestion to be noted and considered for future capital budgets.
Popup engagement session – Play AFLBH Grand Final at Memorial Oval with proceeds to go to AFLBH	No amendment made. Suggestion to be noted and relayed to AFL Broken hill.
Popup engagement session – Upgrade public notice board in Town Square	No amendment made. Suggestion to be noted and considered for future capital budgets.
Popup engagement session – Spend money on something to acknowledge/ honour June Bronhill	No amendment made. Suggestion noted for consideration of Council

The purpose of this report is to recommend to Council adoption of the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 developed in accordance with Sections 404 and 405 of the *Local Government Act 1993*, which includes amendments that have been made following the public exhibition period as outlined above.

Report:

Following the Council election in December 2021, Council is required to prepare and adopt a new Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.

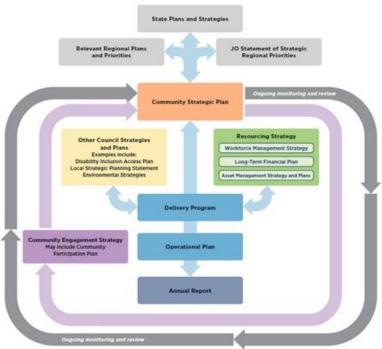
The Delivery Program directly addresses the objectives endorsed in the Community Strategic Plan and the activities Council will undertake to perform all its functions, with specific strategies identified for each under the Community Strategic Plan themes Our Community, Our Economy, Our Environment and Our Leadership.

Where Council has not been identified in the Community Strategic Plan as either having lead or support responsibility, the Delivery Program acknowledges that Council plays an important role in lobbying, advocating and supporting the organisations responsible for the implementation of the Objectives.

The Council's role in delivering various services and programs, as outlined in the draft Delivery Program, will need to be reviewed on an ongoing basis and may therefore be subject to change over the life of the Delivery Program.

The draft Delivery Program has been used to inform the development of the remaining documents under the Integrated Planning and Reporting Framework being the Resourcing Strategy, which includes the Long-Term Financial Plan, Workforce Management Plan, Asset Management Strategy and Plans and Operational Plan.

The following diagram outlines the Integrated Planning and Reporting Framework and the links between the Community Strategic Plan and Council's Delivery Program and Operational Plan.



The Draft Delivery Program 2022-2026 Strategies were prepared by the Executive Leadership Team attending workshops in February 2022 and the Draft Operational Plan 2022/2023 Actions were prepared by the Executive Leadership Team and Senior Management Team in March 2022.

The Operational Plan identifies the projects and activities that will be delivered during the year to achieve the commitments made in the Delivery Program, based on the outcomes outlined within the Community Strategic Plan.

A one-day workshop was held with Councillors on the 26 April 2022 to work through the 2022/23 Budget and Council's path to financial sustainability.

The Draft Operational Plan 2022/2023 has been prepared within the context of the following parameters:

- Developed in accordance with the revised Long Term Financial Plan and carrying out associated financial strategies to achieve desired business objectives.
- Considering the revenue and expenditure impacts derived from COVID-19.
- Capital projects budgeted at \$18.5m inclusive of expected capital grants.
- Without capital grants, capital projects are budgeted at \$11.8m
- Total rate revenue increase of 2.3%.

PROPOSED 2022/2023 RATING STRATEGY

RATE PEG

The Minister for Local Government approved a 0.7% rate peg limit to apply to Council rates in 2022/2023. The rate peg does not apply to charges levied by Council in relation to waste management.

Council has successfully applied for an Additional Special Variation (ASV) in accordance with Office of Local Government (OLG) Circular 22-03. The ASV Guidelines allowed council to apply for an adjustment for the Rate peg on and permanent or temporary basis to the lower of 2.5% and Council's assumed 2022/23 rate peg as exhibited in its 2021/22 Long Term Financial Plan.

Council was successful in applying for a Permanent Additional Special Variation to bring Councils overall rate peg to 2.3% for 2022/23.

		Rates Income Percentage						
	Land Value %	Option1	Option 2	Option 3				
Business	11.69%	17.70%	16.88%	16.29%				
Residential	72.26%	62.81%	62.81%	62.81%				
Business Industr	5.55%	5.49%	4.31%	4.90%				
Mining	10.50%	14.00%	16.00%	16.00%				

RATING STRATEGY

In 2015/2016, Council adopted the ongoing rating strategy of progressive apportionment of mine rates to residential rates by 1% for eight years. Given the recent positive outlook of both mining companies, the progressive apportionment of mine rates has been frozen for three years commencing in the 2019/20 budget, before being further reviewed for this financial year.

The current percentage of rates paid from mining companies is 14% of Council's permissible income or \$2.36m for this financial year. Three Rating options have been modelled as detailed below.

The first option is the application of the rate peg to Council's existing rates model.

The second option is a 2% increase to the total contribution of mining rates, with Industrial rates returning to 4.31% contribution as they were before the large valuation increases for the 2020 financial year and Business rates reducing from 17.58% contribution to 16.76%.

The third rating option developed is an increase of 2% to mining rates contribution, with industrial being reduced to 4.9% and Business reduced to 16.17%.

COUNCIL RESOLUTION REGARDING RATES OPTION

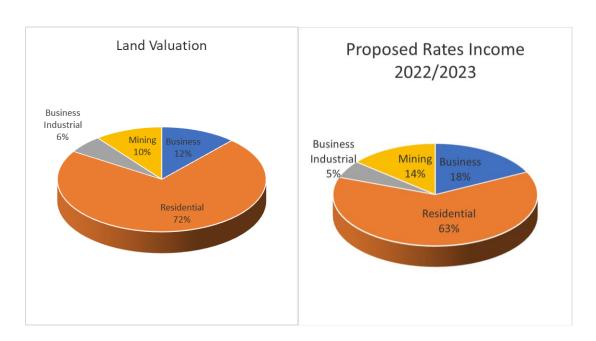
It should be noted that Council adopted Rates Option 2 as the proposed 2022/2023 Rating Strategy at its Ordinary Meeting held 25 May 2022 (Minute No. 46851) and the Draft Delivery Program 2022-2026 and Draft Operation Plan 2022/2023 including Schedule of Fees and Charges 2022/2023 were updated with this rating model prior to public exhibition.

RATES OPTION 1

Rates Option 1 has been prepared with overall rate revenue increasing by 2.3% as per the additional special variation application (ASV). The rating structure stays the same as in 2021/22 and results in the below changes:

This structure was adopted for 2021/22 with the implementation of a subcategory for the industrial precinct of Kanandah and Pinnacles Road/Place. The Industrial subcategory rates were set to contribute 5.9% of total rates revenue, which is halfway between their contribution in 2019/20 and 2020/21 following the revaluation of Broken Hill Properties by the Valuer General in 2109. The effects of the valuation caused a disproportionate increase for industrial properties, the creation of the subcategory and adjustment of the rates model was implemented to provide rates relief for these rate payers. Non-industrial business rates on average increased by 11% due this change.

			2022/23 Financial Year						% of Base
Rating Category	Land Value 2022/23	Total Property Count	Base Rate	Base Rate Income	Ad- Valorem	Ad-Valorem Income	Total Income	Total Income	Rate Income
Business	\$26,550,250	542	\$823	\$446,066	0.09522030	\$2,528,123	\$2,974,189	17.58%	15%
Business Industrial	\$12,680,200	71	\$1,962	\$139,302	0.06226223	\$789,498	\$928,800	5.49%	15%
Residential	\$163,290,600	9433	\$551	\$5,197,583	0.03307943	\$5,401,560	\$10,599,143	62.65%	49%
Residential 1(a)	\$414,350	11	\$377	\$4,147	0.01040669	\$4,312	\$8,459	0.05%	49%
Residential Rural	\$1,234,800	11	\$528	\$5,808	0.00488712	\$6,035	\$11,843	0.07%	49%
Farmland	\$0	0	\$0	\$0	0.00000000	\$0	\$0	0.00%	0%
Mining	\$24,000,000	2	\$0	\$0	0.09868848	\$2,368,524	\$2,368,524	14.00%	0%
MD Business	\$163,758	5	\$823	\$4,510	0.09522030	\$15,593	\$20,302	0.12%	22%
MD Residual	\$164,942	6	\$544	\$3,003	0.02282214	\$3,764	\$6,767	0.04%	44%
Totals	\$228,498,900	10,081		\$5,800,419		\$11,117,408	\$16,918,025	100.0%	



	Option 1										
		Rates 2021/22		Pro	posed Rates202	22/23	Change from previous Year				
	Low	Median	High	Low	Median	High	Low	Median	High		
Business	\$833.12	\$3,635.41	\$198,558.48	\$851.57	\$3,698.65	\$201,737.83	\$18.45	\$63.24	\$3,179.35		
Industrial	\$3,907.10	\$10,244.07	\$66,715.77	\$3,904.58	\$10,242.88	\$66,714.72	-\$2.52	-\$1.19	-\$1.05		
Residential	\$552.81	\$948.66	\$7,347.55	\$560.92	\$961.18	\$7,431.52	\$8.11	\$12.52	\$83.97		
Residential 1a	\$433.59	\$5.24	\$61.88	\$439.44	\$12.56	\$83.97	\$5.85	\$7.32	\$22.09		
Residential Rural	\$550.42	\$973.94	\$2,253.65	\$558.79	\$987.39	\$2,282.48	\$8.37	\$13.45	\$28.83		
Mining	\$272,602.74	\$1,168,297.44	\$2,063,992.14	\$276,327.74	\$1,184,261.76	\$2,092,195.78	\$3,725.00	\$15,964.32	\$28,203.64		

Advantages

Advantages of this scenario are that it provides continuity of the existing rates model as established last year and results in a relatively even distribution of rates increases from this year's rates peg.

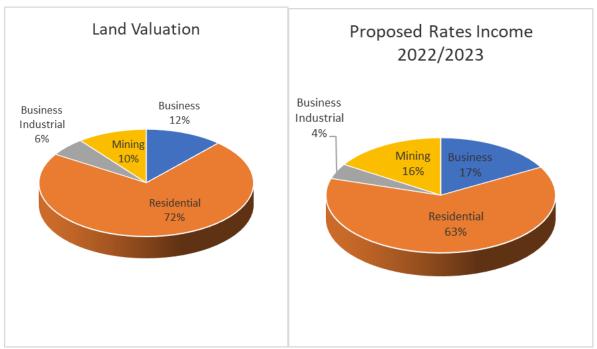
Disadvantages

Disadvantages of this scenario are that it does not provide further rates relief for Business industrial ratepayers who experienced large rates increases following the 2019 revaluation by the valuer general. There is also no rates relief for Business ratepayers who had an average increase of 11% in 2021/22.

RATES OPTION 2

Rates Option 2 has been prepared with overall rate revenue increasing by 2.3% as per the additional special variation application (ASV). Mines rates contribution increases to 16%, while Business industrial reduce to their 2019/20 level of 4.31%. Business rate contribution decreases by 0.82% from 17.58% to 16.76%.

	% of	% of Base	f Base 2022/23 Financial Year							% of	% of Base
Rating Category	Total Income	Rate Income	Land Value 2022/23	Total Property Count	Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income	Total Income	Total Income	Rate Income
Business	17.58%	15%	\$26,535,250	541	\$786	\$425,226	0.09083144	\$2,410,235	\$2,835,461	16.76%	15%
Business Industrial	5.49%	15%	\$12,680,200	71	\$1,540	\$109,340	0.04888147	\$619,827	\$729,167	4.31%	15%
Residential	62.65%	49%	\$163,291,900	9436	\$550	\$5,189,800	0.03312683	\$5,409,343	\$10,599,143	62.65%	49%
Residential 1(a)	0.05%	49%	\$414,350	11	\$377	\$4,147	0.01040669	\$4,312	\$8,459	0.05%	49%
Residential Rural	0.07%	49%	\$1,234,800	11	\$528	\$5,808	0.00488712	\$6,035	\$11,843	0.07%	49%
Farmland	0.00%	0%	\$0	0	\$0	\$0	0.00000000	\$0	\$0	0.00%	0%
Mining	14.00%	0%	\$24,000,000	2	\$0	\$0	0.11278683	\$2,706,884	\$2,706,884	16.00%	0%
MD Business	0.12%	22%	\$164,749	6	\$786	\$4,331	0.09083144	\$14,964	\$20,302	0.12%	21%
MD Residual	0.04%	45%	\$163,951	5	\$544	\$2,987	0.02305963	\$3,781	\$6,767	0.04%	44%
Totals	100.00%		\$228,485,200	10,083		\$5,741,638		\$11,175,380	\$16,918,025	100.0%	



	Option 2										
	Option 2										
		Rates 2021/22		Pro	posed Rates202	22/23	Chang	e from previo	us Year		
	Low Median High			Low	Median	High	Low	Median	High		
Business	\$833.12	\$3,634.83	\$198,558.48	\$813.26	\$3,530.51	\$192,538.50	-\$19.86	-\$104.32	-\$6,019.98		
Industrial	\$3,905.63	\$10,244.07	\$66,717.24	\$3,065.10	\$8,041.24	\$52,376.73	-\$840.53	-\$2,202.83	-\$14,340.51		
Residential	\$552.81	\$948.66	\$7,347.55	\$560.92	\$961.18	\$7,431.52	\$8.11	\$12.52	\$83.97		
Residential 1a	\$433.59	\$5.24	\$61.88	\$439.44	\$12.56	\$83.97	\$5.85	\$7.32	\$22.09		
Residential Rural	\$550.42	\$973.94	\$2,253.65	\$558.79	\$987.39	\$2,282.48	\$8.37	\$13.45	\$28.83		
Mining	\$272,602.74	\$1,168,297.44	\$2,063,992.14	\$315,803.12	\$1,353,441.96	\$2,391,080.80	\$43,200.38	\$185,144.52	\$327,088.66		

Advantages

Advantages of this scenario are that it provides average rates relief to Business of 2.8% and Business industrial ratepayers 22%, with business industrial total rates contribution returning to pre 2019 revaluation levels. Business ratepayers also receive an average rates decrease of 1.9%

Disadvantages

Disadvantages of this scenario are that it imposes a rates contribution increase for mining of 2%. This is an overall increase for mines ratepayers of 15.85% from last year. However, this does reflect the change in the overall proportion of mining land when comparted to total land valuations.

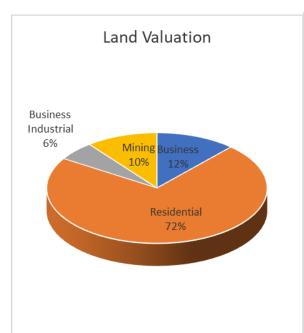
Industrial ratepayers' overall contribution decreases to 2020 levels following the 2019 revaluation by the Valuer General it ignores the significant changes in value of the underlying properties that have been recognised on sale.

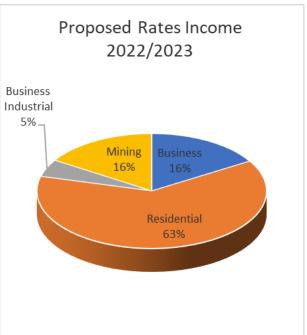
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RATES OPTION 3

Rates Option 3 has been prepared with overall rate revenue increasing by 2.3% as per the additional special variation application (ASV). Mines rates contribution increases to 16%, while Business industrial reduce to 4.90%. This is halfway between their contribution for 2021/22 and their 2019/20 levels of 4.31%. Business rate contribution decreases by 1.41% from 17.58% to 16.17%.

			2022/23 Financial Year						% of Base
Rating Category	Land Value 2022/23	Total Property Count	Base	Base Rate	Ad-	Ad-Valorem		Total	Rate
			Rate	Income	Valorem	Income	Total Income	Income	Income
Business	\$26,550,250	542	\$757	\$410,294	0.08758300	\$2,325,351	\$2,735,645	16.17%	15%
Business Industrial	\$12,680,200	71	\$1,751	\$124,321	0.05557185	\$704,662	\$828,983	4.90%	15%
Residential	\$163,290,600	9433	\$551	\$5,197,583	0.03307943	\$5,401,560	\$10,599,143	62.65%	49%
Residential 1(a)	\$414,350	11	\$377	\$4,147	0.01040669	\$4,312	\$8,459	0.05%	49%
Residential Rural	\$1,234,800	11	\$528	\$5,808	0.00488712	\$6,035	\$11,843	0.07%	49%
Farmland	\$0	0	\$0	\$0	0.00000000	\$0	\$0	0.00%	0%
Mining	\$24,000,000	2	\$0	\$0	0.11278683	\$2,706,884	\$2,706,884	16.00%	0%
MD Business	\$163,758	5	\$757	\$4,148	0.08758300	\$14,342	\$20,302	0.12%	20%
MD Residual	\$164,942	6	\$544	\$3,003	0.02282214	\$3,764	\$6,767	0.04%	44%
Totals	\$228,498,900	10,081		\$5,749,304		\$11,166,910	\$16,918,025	100.0%	





	Option 3									
	Rates 2021/22			Pro	posed Rates202	22/23	Change from previous Year			
	Low	Median	High	Low	Median	High	Low	Median	High	
Business	\$833.12	\$3,634.18	\$198,558.48	\$783.27	\$3,402.01	\$185,557.13	-\$49.85	-\$232.17	-\$13,001.35	
Industrial	\$3,905.63	\$10,260.80	\$67,022.28	\$3,484.84	\$9,142.06	\$59,545.72	-\$420.79	-\$1,118.74	-\$7,476.56	
Residential	\$552.81	\$948.66	\$7,347.55	\$560.92	\$961.18	\$7,431.52	\$8.11	\$12.52	\$83.97	
Residential 1a	\$433.59	\$5.24	\$61.88	\$439.44	\$12.56	\$83.97	\$5.85	\$7.32	\$22.09	
Residential Rural	\$550.42	\$973.94	\$2,253.65	\$558.79	\$987.39	\$2,282.48	\$8.37	\$13.45	\$28.83	
Mining	\$272,602.74	\$1,168,297.44	\$2,063,992.14	\$315,803.12	\$1,353,441.96	\$2,391,080.80	\$43,200.38	\$185,144.52	\$327,088.66	

Advantages

Advantages of this scenario are that it provides average rates relief of 6.1% to business ratepayers and 10.7% to industrial ratepayers. It provides a balance between rates relief for industrial ratepayers and recognises but also softens the impact of the change in value of underlying properties. This scenario also provides additional relief to business ratepayers as compared to the previous 2 scenarios following their average increase of 11% in the previous year following the creation of the business industrial subcategory. This scenario also brings business and business industrial rate categories overall rates contribution more closely into line with their overall land valuations.

Disadvantages

Disadvantages of this scenario are that it imposes a rates contribution increase for mining of 2%. This is an overall increase for mines ratepayers of 15.85% from last year. However, this does reflect the change in the overall proportion of mining land when comparted to total land valuations.

2022/2023 BUDGET

The Draft Operational Plan 2022/2023 includes the 2022/2023 budget, in the form of the Revenue Policy.

The 2022/2023 budget has been developed in accordance with the Long Term Financial Plan, adopting efficiency measures to ensure continuous improvements towards becoming financially sustainable, adjusting budgetary forecasts and expectations due to the effects of COVID-19, whilst achieving desired business objectives.

IMPACTS OF COVID-19 AND OPERATING RESULT

The COVID-19 (novel coronavirus) pandemic is an unprecedented public health crisis which has fast tracked an associated economic crisis. 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 at the time, it was feared further job losses may hasten any decline, unless focused 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 City 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.

Reoccurring lockdowns once again resulted in prolonged closures of the City's community facilities in 2021, resulting in a reduction in revenue and visitation.

The changing conditions of the pandemic now present different challenges to Council, than in previous years. The change to 'a living with COVID-19' approach means lockdowns are now less likely to happen. The big challenge for Council now is managing and protecting its workforce in this environment as much as possible, to ensure Council is able to continue to provide high quality facilities and services to the community.

Council, like most organisations, has experienced disruptions due to loss of staff for periods of time, due to self-isolation requirements. Council has taken a risk-based approach to managing these impacts to ensure business continuity, along with implementing the requirements of NSW Public Health Orders.

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.
- Large increases to input costs such as bitumen, fuel, steel, timber and cement.
- Increased maintenance and cleaning expenditure, partly offset by reductions in staff training and travel expenses.

In last year's LTFP, Council had budgeted for a return to pre-COVID conditions for revenue and expenditure assumptions, for the 2022 Financial year. Reoccurring lockdowns in the second half of 2021 continued to impact negatively on Council revenues and sharply rising materials costs have also negatively affected Council's expenditure.

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, has been vital to further sustaining the long-term growth of the City, as well as renewing core infrastructure.

RESIDENTIAL WASTE FEES (WEIGHBRIDGE) OPTIONS

As part of Council's 2022/23 Budget process, options have been assessed for Fees associated with domestic waste fees for waste at Council's Waste Management Facility.

Background:

The weighbridge was commissioned at the Waste Facility on 13 July 2015 to assist Council produce more accurate data on waste types that are brought into the Waste Facility. This improvement was implemented additionally in order to assist meeting State Legislative requirements including the *Protection of the Environment Operations (Waste) Regulation 2014,* implement fees and charges to all applicable facility users, and improve communication between staff and facility users.

It is noted that Broken Hill is not in the 'regulated area' and therefore is not subject to the mandatory requirements of the waste levy and as such the use of a weighbridge. It is however required to ensure that quantity of waste that is transported into or out of the facility is measured, and recorded, using a method specified in the Waste Levy Guidelines or by the EPA. The use of the weighbridge provides the best current option available for Council in regards to electronic tracking and recording of waste entering and leaving the facility, ongoing resource management in accordance with future waste aspirations and the fairest and most accurate process currently available to customers in relation to fee for service.

In its implementation, Council sought to reduce waste going to landfill by recycling and/or reusing material, and transition to a user pays operation as per the Integrated Waste & Resource Recovery Strategy. The weighbridge's purpose was to help achieve this objective. Since 2017 the annual income of the weighbridge has been on average \$170,000. The average annual cost to run the waste facility has been on average \$2.5M.

In April 2018, Council's Executive Leadership Team conducted a service review into the management of the Broken Hill Waste Facility (Waste Facility). The review resulted in an engagement process with local commercial/business operators and the general community outlining what is required in regard to waste classifications, required testing, responsibilities and an updated and more relevant fee structure. A Report to Council was presented in November 2018 for the adoption of an updated fee structure after a 28-day public display period with a new fee structure implemented in January 2019.

The Broken Hill Waste Management Facility is licensed to receive a maximum 60,000 tonnes of waste in any 12-month period. Since the inception of the weighbridge in 2015, the Facility has received an average of 45,965.66 tonnes of waste at the facility each year.



Figure 1. Total waste received from 2015 - 2021

*Note: 2018-2019 significant increase was a result of 32006.11 tonnes of waste from the W2BH Project.

Current waste service to residents

The Council currently provides residents with the capacity to deposit over 8 tonnes per year without incurring any additional fees at the Waste Facility. This is additional to the domestic waste service provided under the provision of waste management services in accordance with sections 496, 501 and 502 of the *Local Government Act, 1993*. Current services include the provision of 240L (maximum 60kg) weekly collection 52 weeks which equates to 3,120 kg over a 12-month period.

4,469 vouchers were presented at the weighbridge in the first 6 months of the 2021/2022 financial year out of 47,270 issued. This represents only 9 % of the 5 free vouchers issued to 9454 residents and indicates that the current level of free access to the Facility is adequate in providing free waste disposal opportunities for residential users.

Additionally, the Council offers free waste disposal to residents each year on Clean Up Australia Day. On the 6th March 2022, 84 residents utilised the free entry for Clean Up Australia Day which equates to an additional 25 tonnes deposited at the Waste Facility free of charge.

The current offers presented to ratepayers are very generous in comparison to larger Regional City Councils such as Bathurst and Orange which offer as little as 600kg of free tipping per annum, or one load of bulky goods picked up from kerbside annually.

Commercial users and commercial users with residential waste issues

The issue of commercial users with residential waste not being charged has been previously identified as posing a threat to Council through disparity and unfairness in fee charging. Prior to the waste management service review in 2018, charges at the Waste Facility applied to commercial operators only, whilst domestic users used the facility free of charge. In the August Ordinary Council Report, 2018 it was identified that an inconsistent fee charging process was occurring due to the complicated nature of the adopted fees & charges, as well as inconsistences with fees being charged. Some of the issues that were highlighted include:

- Overcomplicated (numerous fees)
- Fees do not align with Waste Classification Guidelines
- Unfairness in pricing (different charge for commercial and domestic users)
- Small independent operators evading fees by posing as residential users of the waste facility

A disparity and unfairness in fee charging was also highlighted with user charges at the Waste Facility applied for commercial operators only, whilst domestic users can use it free of charge. The review identified a number of 'commercial operators' using the facility under the guise of it being domestic waste. These concerns were also raised with other commercial operators, as it leads to unfair competition in the market due to some operators evading fees, enabling them to undercut the market.

As a result of the 2018 review and subsequent community engagement, it was adopted that all users of the Broken Hill Waste Facility be charged for use regardless of whether it is household waste or commercial waste. A simplified, cheaper, and fairer fee structure was developed to accommodate this.

Waste Fees & Alignment to Waste Strategy & Future Industry Development

The use of the current fee structure assists with ensuring that continual community education, community preparedness and ultimately future waste industry development can occur.

The current fee structure is aligned to the following outcomes:

- Community Strategic Plan
 - Reduce resource consumption and minimise waste
 - Increase use and innovation of renewable resources and decrease the use of non-renewable resources
 - Change consumer behavior to reduce impacts on the environment without affecting quality of life
 - Reuse and recycling of resources is embraced by the community
- Sustainability Strategy
 - The Sustainability Strategy is underpinned by 11 action plans including the Carbon Emissions Plan and the Waste Plan. The Carbon Emissions Plan seeks to measure and reduce greenhouse gas emissions while the Waste Plan seeks to reduce waste to landfill, increase recycling and re-use of resources.
- Income for Council through waste separation
 - o Sale of steel waste and other saleable materials.

 Reducing the consumption of the current landfill, through waste reduction and recycling.

- Ensuring all commercial customers are captures and a fair payment system exists.
- Increased public education through sustainable waste management practices.
- Future ability to create waste industries, through recycling and reuse of rubber and plastics as well as green waste recycling and product development.

Residential Waste Fees & Income

As mentioned above, the introduction of a new waste fee model in 2019, was not intended and didn't result in a money-making exercise by Council in relation to residential waste fees, as highlighted below. The intention has and is to ensure a fairer and more transparent process in the use of the waste facility, whilst maintaining a cost recovery model, ensuring waste stream separation and community education as well as alignment to long term waste strategies and goals.

Table 1 shows the product and total income for each waste stream for the first 6 months of the 2021/2022 financial year. These figures represent non-account paying customers which are predominantly residential customers. Note: there is a small number of commercial users who do not have account who would be included in these figures.

WEIGH BRIDGE CASH CUSTOMERS 1/7/2021 - 31/12/2021				
PRODUCT	TOTAL WEIGHT (tonne)	TOTAL 6 MONTH INCOME (\$)		
Aluminum	0.26	0**		
Asbestos (N220)	11.02	4,948***		
Batteries	1.1	0**		
Bricks or concrete (Greater than 1 tonne)	506.23	10,114		
Car/Station Wagon/MGB	0*	1,295		
Commingled Recyclables	0*	0**		
Dead animals - cat or dog	0*	65***		
Dead animals – medium	0*	26***		
Dead Animals RANA/RSPCA	0*	0**		
E-Waste	0*	0**		
Ferrous (iron or steel)	0*	0**		
Glass	2.7	0**		
Green waste (Greater Than 1 Tonne)	49.24	492		
Green waste (Up to 1 Tonne)	7.62	0**		
Manures	0.03	0**		
Mattresses	0*	3,510***		
Mixed Waste	74.86	4,519		
Mixed waste from outside Broken Hill Local Government Area	8.84	1,494		
Offal/meat products/bones	0.88	68***		
Oil	2.5	88		
Oil Less than 20L	0.04	0**		
Paper/Cardboard	0*	0**		
Sewerage/Sludge/Grease trap Waste/Mud (prior arrangement only)	191.72	4,218		
Soil (not contaminated or VENM) (Greater than 1 tonne)	1807.33	39		

Soil Contaminated	0*	0**
Tyre - Light Truck/4WD	0*	48***
Tyre - Passenger Vehicle/Motorcycle/Scooter	0*	469***
Tyres - Bulk	2.9	1,160***
Van/Ute/Trailer Heaped Load	0*	5,685
Van/Ute/Trailer Level Load	3.34	21,220
Vehicle Tare Weight (Ticket with weight supplied)	0*	682
Wood, Timber	4.62	66
Wood, Timber (under 1 tonne)	8.17	0**
Cash Customers	2683.5	60,206

Table 1: Weighbridge income for residential users 1/7/2021 - 31/12/2022

Charges for waste received at the Waste Management Facility were implemented in 2019 with residential ratepayers receiving 5 vouchers allowing them free disposal of general waste at the facility. Options for changes to this model are outlined below:

COUNCIL RESOLUTION REGARDING THE RESIDENTIAL WASTE FEE OPTION

It should be noted that Council adopted the Residential Waste Fee Option 1 as the proposed 2022/2023 fees at its Ordinary Meeting held 25 May 2022 (Minute No. 46851) and the Draft Delivery Program 2022-2026 and Draft Operation Plan 2022/2023 including Schedule of Fees and Charges 2022/2023 were updated with this fee structure prior to public exhibition.

<u>OPTION 1 – Increased Vouchers for Residents (residential use)</u>

The first option for Council's consideration is to continue with the current model of Waste charges but with an increased number of vouchers provided to ratepayers for mixed waste disposal. An increase from 5 vouchers to 8 would allow ratepayers 3 extra visits to the Waste Management Facility free of charge with Recyclables, E-waste, Steel and iron and Green waste up to 1 tonne continuing to be accepted free of charge without the use of a voucher. Additional vouchers can be supplied upon request for eligible residential customers.

OPTION 2 – Current Operating Model.

The second option for Council to consider is to continue with the current model with ratepayers receiving 5 vouchers for mixed waste disposal. Recyclables, E-waste, Steel and iron and Green waste up to 1 tonne would continue to be accepted free of charge.

Revision of Waste Strategy

As per the draft Operational Plan (attached to this report), it is recommended that a long term waste strategy be reviewed and adopted to ensure ongoing sustainable waste management and minimisation within the Broken Hill Local Government Area.

Council is engaged in the process of producing a three year waste management strategy, which will inform our long term goals in alignment with the Community Strategic Plan.

This strategy encompasses a few key areas, with a focus on developing a circular waste economy in the Broken Hill Region, starting with key producers and ending with final consumers, with the end goal of diverting as much waste as possible from waste

^{*} Non weighed products. Products charged per item

^{**} Products free of charge

^{***} Products requiring additional management practices

management facilities, by advocating for the usage of long-lifespan products, re-purposing of otherwise obsolete equipment, and collaboration between industries to achieve optimal outcomes for all areas of the Broken Hill community.

The strategy is being developed to align with the NSW Waste and Sustainable Materials Strategy 2041, which places great emphasis on reducing the total amount of waste initially produced, prior to waste processing steps. The targets of this strategy include:

- 80% average recovery rate from all waste streams by 2030
- Reduce total waste generation per person by 10% by 2030
- Halve the amount of organic waste sent to landfill by 2030

The viability of processes such as recyclable material processing, energy creation, and the establishment of a local industry centred around these processes is being examined. BHCC believes there is potential for additional revenue streams within it's existing waste management processes, and by properly implementing and utilising these streams, overhead expenses created by the waste management centre can be reduced and as a result a reduction in cost to the Community as well as a supply of better recycling facilities to the residents of Broken Hill.

The opportunity is now for Council to capitalise on a market gap in Western NSW and remote Australia. There is large potential for waste industries to be developed and Broken Hill is well situated in regard to land availability, location, transport (road/rail corridors) and having a reputation of being a renewable centre of Australia.

The current fee structure with the provision of additional waste vouchers will ensure that waste stream separation is maintained, residential waste customers are not burdened with additional costs and Council is well positioned for future waste industry development to reduce waste management costs, generate revenue for Council and the Community and ensure sustainable recycling and reuse of waste into the future.

COUNCIL RESOLUTION REGARDING GRANT ASSISTANCE

It should be noted that Council adopted Option 2 as the proposed 2022/2023 Grant Assistance Fee at its Ordinary Meeting held 25 May 2022 (Minute No. 46861) and the Draft Schedule of Fees and Charges 2022/2023 were updated with the inclusion of the new fee as stated below:

That an amendment be made to the Draft Schedule of Fees & Charges 2022/2023 to include a Fee by quotation to provide grant writing assistance to local organisations on a cost recovery basis based on the actual time required to assist or write the grant application. If the applicant is successful with the grant, an additional 5% would be payable to Council, as an additional revenue stream to build future grant attraction capacity.

That Council's promotion of the grant assistance service explains that it is an additional service that Council will provide to the community to facilitate and increase grants to the community; and that it is not a revenue generating exercise for Council – the fee charged is to cover the cost of providing this additional service.

Budget Scenarios

PROPOSED BUDGET (Balanced Scenario)

The 2022/23 Operational Plan and Budget has been built around the Balanced Scenario of the Long Term Financial Plan.

The proposed budget takes into account the current operating environment including the ongoing effects of the COVID-19 pandemic and the Ukraine war, and the inflationary conditions that currently exist with sharp price increases being experienced for materials such as fuel, bitumen, steel, concrete and timber.

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

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

Whilst Council has limited control over what revenue it receives beyond the application for an Additional Special Variation for rates as detailed earlier in this report, it can control its expenditure. Operational expenditure has been reduced as best it can, in order to keep Council track towards surplus and the achievement of key financial ratios. Details of Council's expected operational income and expenditure can be found in the attached Delivery Program and Operational Plan.

With expenditure having been controlled as much as possible over the preceding 3 years, particularly as a response to the ongoing COVID-19 pandemic, the main point of difference from the proposed scenario (Balanced) and the alternate options for Council, is the effect on the budget if the rates additional special variation (ASV) was not applied for or unsuccessful, or if the ASV was only applied on a temporary basis

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

Key Aspects of the proposed Balanced Scenario are:

- Sets the Council up to return to surplus in 2024.
- Maintain Council's current permanent workforce.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks (such as COVID-19).
- Ensure an appropriate rate of asset renewals is maintained so the City's infrastructure backlog is continually reduced.
- Meet all key financial & OLG benchmarks apart from the Operational Ratio for 2022 and 2023

This budget is sensitive to several internal and external drivers including Council decisions, operational performance, the external economic environment and State and Federal Government decisions including changes to legislation. Within the Long Term Financial

Plan, there are a number of examples that demonstrate some of Council's main sensitivities and outline the impact of various scenarios on Council's long-term financial position.

For the purpose of this section the Scenarios have been limited to the impact of whether Council were to take advantage of a permanent additional special variation to rates of 2.3% in 2022/23 and if Council made no changes to its operating model including efficiency savings and only applied a 0.7% rate peg.

SCENARIO 2 - Temporary Additional Special Variation

This scenario follows the same assumptions as the proposed scenario, but with a temporary special variation to rates rather than a permanent one.

This effect of a temporary variation is that the additional rates revenue raised in 2022/23 from the additional variation is not added to Councils base permissible income and as such rates revenue is reduced in future years. Due to this revenue shortfall Councils return to surplus is made more difficult and vulnerable to unexpected events.

This model pushes reduces Council's surplus in 2024 and Council's cash position will be extremely tight. Another financial shock like the one currently experienced with COVID-19, will ensure vast service cuts to the community, for the Council to remain viable.

Key Aspects of this Scenario

- Surplus reduced in 2024.
- Capital works reduced to protect Council's cash reserves.
- · Inefficient operating model.
- · Borrowings remain the same
- Some key financial ratios & OLG benchmarks will not be met in the short term.

SCENARIO 3 - No Additional Special Variation

This scenario is based on the same expenditure assumptions in line with the previous two scenarios, however, Rates revenue is projected using the standard 0.7% rate peg as advised by IPART without the additional special variation (ASV). This scenario is also modelled without Council achieving key efficiencies and inflation modelled at 4% As you will see below, this pushes Council's breakeven point back to 2025, minimises capital works and puts Council in a high-risk cash position for the immediate future.

If this scenario was adopted, it would create a revenue shortfall of approximately three million dollars over 10 years. Council would find itself in a precarious position similar to that of 2013, when there was not enough cash available to cover external restriction and payable provisions, as well as not meeting the key criteria of a sustainable Council.

This position would see staff levels reduced and Council would be vulnerable to further financial shocks like that of the Covid pandemic.

Key Aspects to this Scenario

- Income Shortfall continues to grow putting pressure on services
- Breakeven pushed back to 2025
- Inefficient operating model.
- Borrowings remain the same.
- Some key financial ratios & OLG benchmarks will not be met in the short term.

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

Consequently, the budgeted loss for 2022/2023 is \$0.77 million; this is a decrease in the budget deficit of \$1.25 million in 2021/2022 (excluding extraordinary items).

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

CAPITAL PROJECTS

The total capital expenditure budget for 2022/2023 has been set at \$21.6m, inclusive of major capital projects with expected capital grants. The net cost to Council inclusive of these capital grants is: \$13.3m.

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

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

The level of capital expenditure will again be closely managed in 2022/2023 to ensure the objectives of the Long Term Financial Plan and Asset Management Plans are met. External funding of \$8.3m has been factored into this capital program; with the remaining \$13.3m to be funded from Council internally and externally restricted funds.

FEES AND CHARGES

Fees and Charges are included in the Operational Plan for the purposes of public consultation. Statutory fees are increased/decreased as per published government gazettes. Cost recovery fees are analysed accordingly to ensure costs are fully recoverable or the appropriate subsidy from Council is applied. Fees are analysed to ensure government competitive neutrality is achieved.

Community Engagement:

The Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 were placed on public exhibition for 28 days for community comment from 26 May 2022 until midnight on 22 June 2022.

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
Local Government (General) Regulation 2021

Integrated Planning and Reporting Guidelines

Financial Implications:

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

Included within the Draft Operational Plan 2022/2023 is the Statement of Revenue Policy, Annual Budget and the Draft Schedule of Fees and Charges 2022/2023.

Attachments

- 1. Draft Delivery Program 2022-2026 incorporating Operational Plan 2022 2023 inclusive of Draft Fees and Charges 2022 2023
- 2. Submission 1 Little Wings Land Fee Waiver

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3. Submission 2 - Civic Centre Fees and Charges

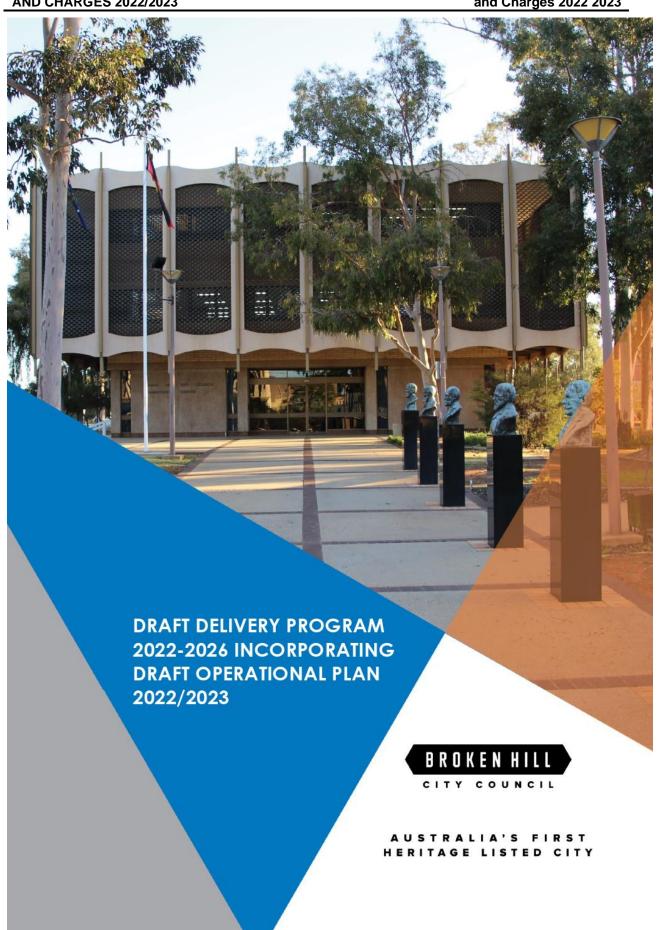
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SIMON BROWN
CHIEF FINANCIAL OFFICER

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL GENERAL MANAGER

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan
2022 2023 inclusive of Draft Fees
and Charges 2022 2023





QUALITY CONTR	OL				
KEY THEME	4. Our Leadership	4. Our Leadership			
OBJECTIVE	4.1 Openness and transparency in (decision making			
STRATEGY	4.1.1 Support the organisation to op	perate within its leg	al framework		
FUNCTION	Leadership and Governance				
FILE REFERENCE	22/47	EDRMS NUMBER	D22/13160		
RESPONSIBLE OFFICER	General Manager				
REVIEW DATE	June 2023				
DATE	ACTION		MINUTE NUMBER		
25 May 2022	Public Exhibition		MINUTE NUMBER 46851		
		rokenhill.nsw.gov.c	46851 Iment are available		

Acknowledgement of Country

The Wilyakali people of the Barkindji Nation are the Traditional Owners of the land upon which we all live, work and play and we pay our respects to their elders past present and emerging. We acknowledge the continuous connection of Aboriginal people to this land, a connection that has existed for tens of thousands of years.

Attachment 1
Draft Delivery Program 2022-2026
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ABOUT BROKEN HILL

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

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

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

Broken Hill's isolation is as much a strength as it is a challenge. This is Australia's longest-lived mining city, where some of the world's major mining companies were founded on the richest mineral deposits and where safe working practices and workers legislation were first developed for miners in Australia.

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

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

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

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

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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INTRODUCTION

EXECUTIVE SUMMARY

This document is Broken Hill City Council's combined Delivery Program 2022-2026 and Operational Plan 2022/2023.

MESSAGE FROM YOUR MAYOR

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

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

The current CSP was produced by Council in 2022 after extensive consultation with the community both before and after the outbreak of COVID-19.

A large and diverse range of locals, businesses and community groups have provided input to ensure the wishes and expectations of the community are reflected in the plan and we wish to thank everyone who contributed to this important document.

The next step is working to realise the community's aspirations and this combined 2022-2026 Delivery Program and 2022/2023 Operational Plan, outlines the activities that Council will undertake over the next 12 months to help the community reach the goals identified in the CSP.

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



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

Council remains committed to improving its performance and the Service Review process, which examine all aspects of its operations and will continue during this term of Council.

We hope this combined Delivery Program and Operational Plan provides a useful guide to Council's future activities.

Mayor Tom Kennedy

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

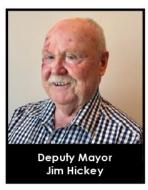
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OUR COUNCIL ORGANISATION

YOUR COUNCILLORS

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



















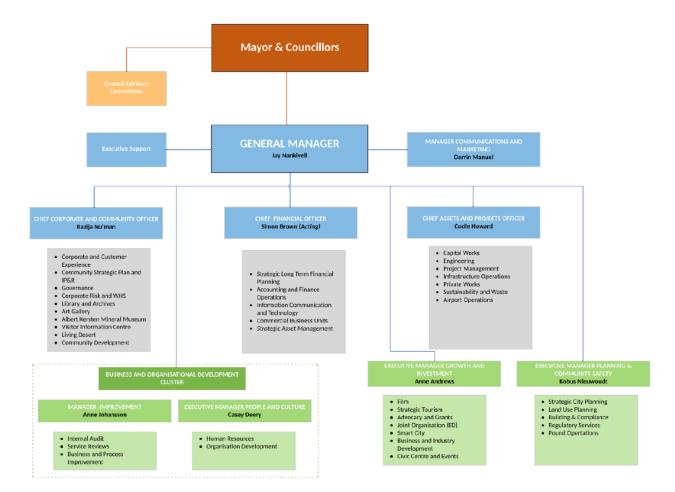


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BROKEN HILL CITY COUNCIL ORGANISATIONAL STRUCTURE



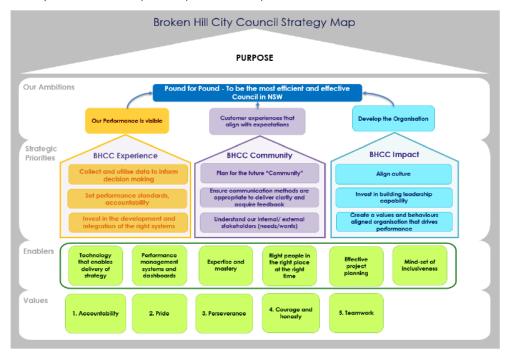
Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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COMMUNICATING OUR STRATEGY MAP

The Map summarises outcomes the organisation seeks to achieve under the Delivery Program 2022-2026. The Map is easy to read and assists our workforce to understand their role in service delivery to the community and improvement of performance.



Theme Definitions



Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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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 focused 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 City 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.

Reoccurring lockdowns once again resulted in prolonged closures of the City's community facilities in 2021, resulting in a reduction in revenue and visitation.

The changing conditions of the pandemic now present different challenges to Council, than in previous years. The change to 'a living with COVID-19' approach means lockdowns are now less likely to happen. The big challenge for Council now is managing and protecting its workforce in this environment as much as possible, to ensure Council is able to continue to provide high quality facilities and services to the community.

Council, like most organisations, has experienced disruptions due to loss of staff for periods of time, due to self-isolation requirements. Council has taken a risk-based approach to managing these impacts to ensure business continuity, along with implementing the requirements of NSW Public Health Orders.

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.
- Large increases to input costs such as bitumen, fuel, steel, timber and cement.
- Increased maintenance and cleaning expenditure, partly offset by reductions in staff training and travel expenses.

In last year's LTFP, Council had budgeted for a return to pre-COVID conditions for revenue and expenditure assumptions, for the 2022 Financial year. Reoccurring lockdowns in the second half of 2021 continued to impact negatively on Council revenues and sharply rising materials costs have also negatively affected Council's expenditure.

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, has been vital to further sustaining the long term growth of the City, as well as renewing core infrastructure.

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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FINANCIAL - BALANCED SCENARIOS

LONG TERM FINANCIAL ESTIMATES/PERFORMANCE

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

DELIVERY PROGRAM INCOME STATEM				
\$ '000	2021	2022	2023	2024
	Actual	Q2 Review	Proposed Budget	Forecast
Income from Continuing Operations				
Revenue:				
Rates & annual charges	19,013	19,464	20,226	20,73
User charges & fees	3,325	3,325	3,480	3,56
Interest & investment revenue	573	497	498	49
Otherrevenues	4,867	235	464	47
Grants & contributions for operating purposes	6,771	6,606	7,132	7,27
Grants & contributions for capital purposes	3,910	3,482	8,023	3,260
Other Income:		-	-	
Net gains from disposal of assets	-	-	-	-
Net share of interests in joint ventures	300	-	-	-
TOTAL IN COME FROM CONTINUING OPERATIONS	38,759	33,609	39,823	35,80
Expenses from Continuing Operations				
Employee benefits & costs	13,475	13,577	14,563	14,92
Borrowing costs	958	641	678	60
Materials & contracts	10,438	10,861	10,139	9,28
Depreciation & amortisation	7,904	7,074	6,259	6,34
Impairment		-	-	-
Other expenses	2,822	821	963	96
Net losses from disposal of assets	503	-	-	-
Net share of interests in joint ventures		-	-	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36, 100	32,974	32,602	32,130
OPERATING RESULT FOR THE YEAR	2,660	635	7,221	3,673
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1, 251)	(2,847)	(802)	413
	(, ,	, ,	, ,	
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	(2,847)	(802)	41
Ass umprions				
Rate Peg	2.60%	2.60%	2,30%	2.5
Generalindex Employee Costindex	2.50% 2.75%		2,50% 3,20%	2.5 2.5
Grant Index	2.00%	2.00%	2.00%	2.0
nv estment I nterest ra te Ov erd ve rates interest ra te	2.00% 6.50%		1.50% 6.00%	2.5 6.5
Efficiency gain on Materials & Contracts	-2.00%	-2.00%	-2.00%	-2.0

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

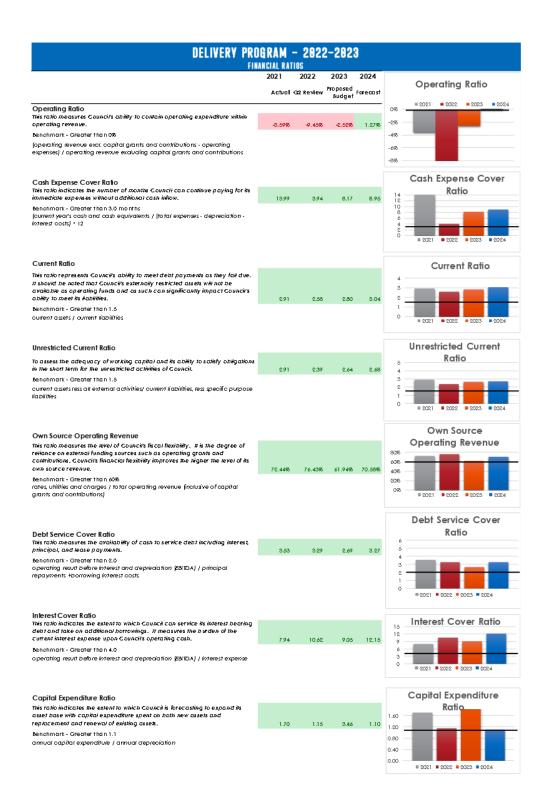
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STATEMENT OF FINANC \$ '000	2021	2022	2023	2024
4 ***			Proposed	
	Actual	Q2 Review	Budget	Forecast
Assets				
Current Assets:				
Cash & cash equivalents	25,747	21,214	11,476	12,78
Investments	3,000	3,000	3,000	3,00
Receivables	4,722	5,518	5,653	6,09
Inventories	133	118	136	14
Other	406	717	416	42
Non-current assets classified as 'held for sale'	-	-	-	-
TOTAL CURRENT ASSETS	34,008	30,567	20,681	22,44
Non-Current Assets:				
Investments	-	-	-	-
Receiv ables	-	-	-	-
Inventories		_	-	
Infrastructure, property, plant & equipment	252,386	263,651	267,752	268,38
Investments accounted for using the equity method	1,144	1,359	1,144	1,14
Investments accounted for using the equity method.	1,144	1,359	1,144	1,14
Intrangible assets		-	-	
TOTAL NON-CURRENT ASSETS	253,530	265,010	268,896	269,53
TOTAL NON-CURRENT ASSESS	253,530	205,010	200,090	209,53
TOTAL ASSETS	287,538	295,577	289,578	291,97
Liabilities .				
Current Liabilities:				
Payables	3,779	3,500	1,902	2,21
Income Received in Advance	-	-	-	-,
Contract Liabilities	2.352			
Borrowings	1,443	1,605	1,647	1,69
Provisions	4,115	3,184	3,829	3,47
TOTAL CURRENT LIABILITIES	11,689	8,289	7,379	7,37
TOTAL CURRENT LIABILITIES	11,007	0,207	7,377	7,37
Non-Current Lia bilities:	21,237	19,615	18,143	16,49
Payables	-	-	-	-
Borrowings	19,794	18,010	16,495	14,80
Provisions	9,607	11,912	12,262	13,58
TOTAL NON-CURRENT LIABILITIES	29,401	29,922	28,757	28,39
TOTAL LIABILITIES	41,090	38,211	36, 136	35,769
NET ASSETS	246,448	257,366	253,442	256,20
Equity				
Retained earnings	108,741	119,659	115,735	118,50
Revaluation reserves	137,707	137,707	137,707	137,70
Council equity interest	246,448	257,366	253,442	256,20
Non-controlling interest	240,448		253,442	250,20
TOTAL EQUITY	246,448	257.366	253,442	256,20
TO THE SECOND	240,440	257,000	250,772	250,20
Ass umptions General Index No impact from revaluation of assets No impact from revaluation of assets No restricted cosh	2.50%	2.50%	2.50%	2.5

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

DELIVERY PROGRAM - 2022-2023 STATEMENT OF CASH FLOWS					
\$ '000	2021	2022	2023	2024	
	Actual	Q2 Review	Proposed Budget	Forecast	
Cash Flows from Operating Activities			Douge.		
Receipts:					
Rates & annual charges	18.813	18.880	19,619	20,109	
User charges & fees	2,713	3,225	3,376	3,460	
Investment & interest revenue received	482	896	465	400	
Grants & contributions	12,489	10,088	15,155	10,53	
Bonds, deposits & retention amounts received	12,407	10,000	10,100	10,00	
Other	5.582	228	450	46	
Payments:	3,302	220	450	40	
Employee benefits & costs	(13,133)	(13,170)	(14,126)	(14,479	
Materials & contracts				•	
	(12,274)	(10,535)	(9,835)	(9,005	
Borrowing costs	(645)	(641)	(678)	(606	
Bonds, deposits & retention amounts refunded	- (007)	- (== .)	- (00.4)	- 1000	
Other	(807)	(796)	(934)	(938	
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	13,234	8,175	13,492	9,937	
Cash Flows from Investing Activities					
Receipts:					
Sale of investment securities	13,000	-	-	-	
Sale of infrastructure, property, plant & equipment	664	-	-	-	
Deferred debtors receipts	31	-	-	-	
Other investing activity receipts	-	-	-	-	
Payments:					
Purchase of investment securities	(10,000)	-	-	-	
Purchase of infrastructure, property, plant & equipment	(13,454)	(11,265)	(21,625)	(6,980	
Deferred debtors & advances made	-	-	-	-	
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(9,759)	(11,265)	(21,625)	(6,980	
Cash Flows from Financing Activities					
Receipts:					
•	10.000	_	-		
Proceeds from borrowings & advances	10,000	-	-		
Payments:	(1.055)	(1, 4,40)	(1, (05)	() ()	
Repayment of borrowings & advances	(1,255)	(1,443)	(1,605)	(1,647	
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	8,745	(1,443)	(1,605)	(1,647	
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	12,220	(4,533)	(9, 738)	1,310	
plus: CASH & CASH EQUIVALENTS - beginning of year	13,527	25,747	21,214	11,476	
CASH & CASH EQUIVALENTS - end of year	25,747	21,214	11,476	12,78	
Ad dition al Inform ation					
plus: Investments on hand - end of year	3,000	3,000	3,000	3,000	
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	28,747	24,214	14,476	15,78	
TOTAL CAUTE CONTACTION & INVESTMENTS - end of year	20,747	47,414	14,476	10,700	
Ass umptions Rates is charges recovery rate Debrarrecovery rate General Index Investment Interestrate	97.00% 97.00% 2.50% 2.00%	97.00% 2.50% 3.00%	97.0048 97.0048 2.5048 1.5048	97.0 97.0 2.5 2.5	
Overd ue rates interest rate No restricted cash	7.50%	6.00%	6.00%	6.3	

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023



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FINANCIAL ESTIMATES

ANNUAL ESTIMATES

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

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

Council has reviewed its Long Term Financial Plan and proposed a model to allow for a decrease in the operating deficit for the 2022/2023 financial year, while maintaining its capital works program and agreed asset renewal ratio of 110%, whilst still seeking a return to surplus in 2024. Whilst Council may still return to surplus in 2024, it requires adjustments to previous assumptions, asset rationalisation in conjunction with the construction of new infrastructure for improved liveability and how Council operates its services.

The Consolidated Estimated Income Statement, Balance Sheet and Cash Flow Statement for the 2022/2023 financial year are contained within the Revenue Policy on page 64.

Where is Council's budget spent?

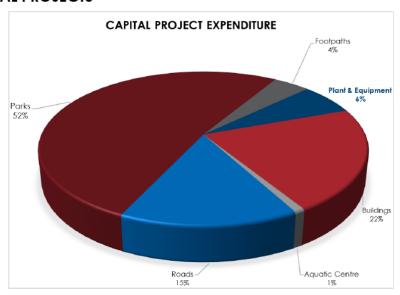
Find out more about the budget, expenditure, services and projects on Council's website www.brokenhill.nsw.gov.au

AIRPORT \$0.12M	ART GALLERY \$0.60M	AQUATIC CENTRE \$1.49M	CIVIC CENTRE \$0.66M	GEOCENTRE \$0.19M
*	B	<u></u>	88	
LIBRARY \$0.63M	PARKS AND OPEN SPACES \$1.77M	ROADS, FOOTPATHS AND TRANSPORT \$2.19M	SPORTING FIELDS \$0.97M	VISITOR INFORMATION CENTRE \$0.36M
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Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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CAPITAL PROJECTS



OPERATIONAL PLAN - 2022-2023						
INCOME STATEMENT						
\$ '000	2023	2023	2023	2023	2023	
	TOTAL Proposed Budget	Our Leadership Proposed Budget	Our Community Proposed Budget	Our Economy Proposed Budget	Our Environment Proposed Budget	
Income from Continuing Operations						
Revenue:						
Rates & annual charges	20,226	16,828	(6)	-	3,404	
User charges & fees	3,480	115	542	1,070	1,752	
Interest & investment revenue	498	471	-	-	27	
Other revenues	464	194	133	81	56	
Grants & contributions for operating purposes	7,132	5,244	1,457	432	-	
Grants & contributions for capital purposes	6,002	-	6,002	-	-	
Other Income:			-	-	-	
Net gains from disposal of assets	-	-	-	-	-	
Net share of interests in joint ventures	-	-	-	-	-	
TOTAL INCOME FROM CONTINUING OPERATIONS	37,802	22,853	8,128	1,583	5,239	
		-	-	-	-	
Expenses from Continuing Operations		-	-	-	-	
Employee benefits & costs	14,563	7,949	3,095	1,555	1,965	
Borrowing costs	678	105	497	-	75	
Materials & contracts	10,139	6,062	2,674	1,047	356	
Depreciation & amortisation	6,259	4,139	1,630	405	85	
Impairment	-	-	-	-	-	
Other expenses	963	762	21	80	100	
Net losses from disposal of assets	-	-	-	-	-	
TOTAL EXPENSES FROM CONTINUING OPERATIONS	32,602	19,018	7,917	3,086	2,581	
OPERATING RESULT FOR THE YEAR	5,200	3,835	211	(1,504)	2,658	
NET OPERATING RESULT FOR THE YEAR BEFORE		-				
GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(802)	3, 835	(5,791)	(1,504)	2,658	

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan
2022 2023 inclusive of Draft Fees
and Charges 2022 2023

INTEGRATED PLANNING & REPORTING

THE FRAMEWORK

In 2009, the NSW Government introduced legislation in the form of the Local Government Amendment (Planning and Reporting) Act 2009 to improve strategic planning in NSW councils. In 2020, the NSW Government updated that legislation.

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

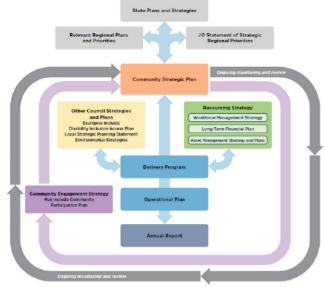
Although considered long term, our Community Strategic Plan will remain current through a review in line with Local Government Elections.

Under the Framework, Broken Hill City Council will use the Community Strategic Plan to determine which goals and strategies can be implemented at a local government level. These goals and strategies are included in a four-year **Delivery Program**. The Delivery Program will remain current through an annual review.

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 workforce planning, financial management and asset management.

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

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



Disability Inclusion Action Planning supports the fundamental right of choice for people with disability in our community.

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

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

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

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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OUR KEY THEMES

The Delivery Program and Operational Plan is arranged by Key Themes taken from the Community Strategic Plan - Your Broken Hill 2040.

Key Theme 1: Our Community

• Key Theme 2: Our Economy

Key Theme 3: Our Environment

Key Theme 4: Our Leadership

The four key themes include strategic objectives for the community that address social, environmental, economic and civic leadership issues identified by the community – commonly referred to as the "quadruple bottom line".

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

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

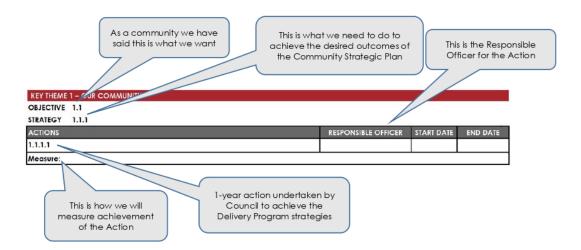
HOW TO READ THIS PLAN

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

The table and diagram below explain how to read and understand the tables and demonstrates how Delivery Program strategies and one-year Operational Plan actions align to the Your Broken Hill 2040 Community Strategic Plan objectives.

COMMUNITY DIRECTION				
1	Key Theme			
1.1	CSP Community Objective			
1.1.1	Delivery Program Strategy			
1.1.1.1	1-year Operational Plan Action			
Measure	Measure of achievement			

EXAMPLE



Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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Attachment 1
Draft Delivery Program 2022-2026
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and Charges 2022 2023

KEY THEME 1 - OUR COMMUNITY



KEY THEME 1 - OUR COMMUNITY

The focus of Key Theme 1 – Our Community is how we work together to ensure we have a healthy community in a liveable city.

We value lifestyle and wellbeing in a place that encourages safe, active and social opportunities.

We are a connected and unique community and enjoy our safety and wellbeing.

We aspire to create welcoming, accessible and safe private and public places that foster good health and social interaction.

We maintain an inclusive lifestyle as we come together to get things done.

There is a strong link between the ambience and quality of our surroundings and our individual and collective wellbeing.

We value our diversity, our safety, our heritage outback environment and love the uniqueness of our City.

We value the built environment and love the shops, restaurants, bars and range of recreation facilities.

We would like to see more vibrancy in our public spaces.

As the first Australian city to be included on the National Heritage List, the built environment is also highly valued and our community places great importance on protecting, celebrating and enhancing it as much as we are able.

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

OUR COMMUNITY - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

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

KEY THEME 1 – OUR COMMUNITY

OBJECTIVE 1.1 Our community spirit is our strength

STRATEGY 1.1.1 Provide opportunities for people to come together to find local solutions to a range of social and health issues

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.1.1 Support community led interagency meetings	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of community led interagency meetings attended			
1.1.1.2 Apply for grants for intergenerational community events in collaboration with community groups	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of successful grants for community events			
1.1.1.3 Create opportunity for open dialogue with community agencies about homelessness in the City	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of meetings held to discuss homelessness	-		
1.1.1.4 Develop Section 355 committee to discuss the concerns of senior citizens	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Section 355 constitution for Senior Citizens drafted			

STRATEGY 1.1.2 Maintain and enhance the Open and Cultural Public Spaces within the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
1.1.2.1 Develop an engagement plan with Traditional Owners for consultation for green space in Creedon Street	Community Development Officer	01-Jul-2022	30-Jun-20223	
Measure: Engagement plan for Creedon Street consultation developed and implemented				
1.1.2.2 Investigate opportunities to reopen Mulga Creek Wetlands for public use	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-20223	
Measure: Number of opportunities identified for Mulga Creek				

STRATEGY 1.1.3 Provide public amenities, halls and community centres to facilitate community activity

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
1.1.3.1 Maintain asset condition scores above index of 3 through scheduled maintenance	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023	
Measure: Scheduled maintenance tasks developed and implemented across all asset types				

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STRATEGY 1.1.4 Facilitate the celebration of community and cultural events

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.4.1 Investigate and develop opportunities to celebrate National Heritage Status	Events Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of events held for National Heritage Status			
1.1.4.2 Support the annual Miners' Memorial Ceremony	Events Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of support hours provided to Miners' Memorial Ceremony			
1.1.4.3 Deliver a program of community events	Events Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of community events held by Council			
1.1.4.4 Investigate grant opportunities to support the delivery of community events	Economic Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of grant opportunities identified for community events	,		

STRATEGY 1.1.5 Recognise Volunteerism

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.5.1 Host volunteer awards	Events Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of volunteer award nominations received			
1.1.5.2 Review existing Council volunteer programs and develop an overarching volunteer policy framework	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Overarching volunteer policy framework developed			
1.1.5.3 Maintain Heritage Walk Tour program	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Heritage Walk tours undertaken			
1.1.5.4 Finalise City Ambassador Recruitment	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of City Ambassador volunteers recruited			
1.1.5.5 Support volunteering opportunities within the Library	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Library volunteers Measure: Number of Library volunteer hours implemented Measure: Number of Library volunteer programs			

01-Jul-2022 30-Jun-2023 1.1.5.6 Support volunteering opportunities within the Archives Library Coordinator Measure: Number of Archives volunteers Measure: Number of Archives volunteer hours implemented Measure: Number of Archives volunteer programs 01-Jul-2022 1.1.5.7 Support volunteering opportunities within the Gallery Manager Gallery and 30-Jun-2023 Museum Measure: Number of Gallery volunteers Measure: Number of Gallery volunteer hours implemented 01-Jul-2022 1.1.5.8 Support volunteering opportunities within the Living Desert Living Desert Ranger 30-Jun-2023 Measure: Number of volunteer hours implemented at Living Desert 1.1.5.9 Support Council's Section 355 committees in undertaking their duties Corporate Services 01-Jul-2022 30-Jun-2023 Coordinator Measure: Number of Section 355 committees supported

STRATEGY 1.1.6 Support youth events

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.6.1 Plan and budget for youth events and ongoing consultation with young people	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of youth events held Measure: Number of consultations held with young people	1		
1.1.6.2 Provide co-curricular youth programs at the Gallery	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Number of Gallery programs for young primary Measure: Number of Gallery programs for middle primary Measure: Number of Gallery programs for teens			
1.1.6.3 Provide youth inclusive spaces within the Library	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of youth inclusive spaces in Library			
1.1.6.4 Library participation in Council led youth events and activities	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Library participations in Council led youth events/activities			

OBJECTIVE 1.2 People in our community are in safe hands

STRATEGY 1.2.1 Prioritise actions within the Smart City Framework that support safer communities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.1.1 Install CCTV on new lighting and banner poles in Argent Street	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of CCTV installed on new lighting and banner poles			

STRATEGY 1.2.2 Maintain infrastructure and services for the effective management and control of companion animals

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
1.2.2.1 Continue to provide a comprehensive companion animal management service in accordance with objectives in the Companion Animal Management Plan	Executive Manager Planning and Community Safety	01-Jul-2022	30-Jun-2023	
Measure: Number of objectives implemented from Companion Animal Management Plan				
1.2.2.2 Implement Companion Animal Working Group	Executive Manager Planning and Community Safety	01-Jul-2022	30-Jun-2023	
Measure: Number of Companion Animal Working Group members	-	,		

STRATEGY 1.2.3 Active participation in Local Emergency Management Committee and Local Rescue Committee

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.3.1 Actively participate and support the local regional state emergency management committees	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of participations in LEMC meetings			
1.2.3.2 Upgrade equipment and make improvements to the emergency operations centre	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of upgrades/improvements to emergency operations centre	,		

STRATEGY 1.2.4 Advocate for community and social service providers to be adequately resourced to meet community needs

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.4.1 Work with social service providers to identify resourcing gaps	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of social service provider meetings attended	,		

STRATEGY 1.2.5 Advocate for affordable, reliable, sustainable water and utilities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.2.5.1 Collaborate with industry to deliver affordable and efficient utilities inclusive of renewable and smart technology and investment	Executive Manager Growth and Investment		30-Jun-2023
Measure: Number of representations for affordable, reliable, sustainable water and	utilities		

OBJECTIVE 1.3 Our community works together

STRATEGY 1.3.1 Provide programs at Cultural Facilities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.1.1 Present a varied, diverse and engaging Artistic Program across the Gallery and Museum sites	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: At least four exhibition rounds in Gallery Measure: At least two exhibition rounds in Museum			
1.3.1.2 Present a varied, diverse and engaging Public Program across the Gallery and Museum sites	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Number of public programs presented in Gallery Measure: Number of public programs presented in Museum			
1.3.1.3 Provide quality Library services	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Library visitations Measure: Number of Library memberships Measure: Number of Library loans		•	
1.3.1.4 Provide quality Archive services	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Archive visitations Measure: Number of Archive enquiries			

1.3.1.5 Provide cultural and educational Library programs	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Library programs Measure: Number of Library program attendees	'		
1.3.1.6 Provide Library outreach programs and activities	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Library outreach programs/activities delivered Measure: Number of Library outreach members			
1.3.1.7 Explore grant opportunities for Library	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of grants identified suitable for Library	·		
1.3.1.8 Improve the accessibility of archive collection to the public	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of accessible archives items Measure: Number of digitised archives items			
1.3.1.9 Explore grant opportunities for Archives	Library Coordinator	01-Jul-2022	30-Jun-2023
Measures: Number of grants identified suitable for Archives	•	•	

STRATEGY 1.3.2 Participate and collaborate in external consultation activities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.2.1 Actively engage and participate in various community and agency meetings as well as major project consultations	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of participations in community/agency meetings Measure: Number of participations in major project consultations			

STRATEGY 1.3.3 Ensure Community Engagement Strategy remains relevant

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.3.1 Provision of information to community as per Community Engagement Strategy	Manager Communications	01-Jul-2022	30-Jun-2023
Measure: Number of media releases provided			

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DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2022/2023, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2022/2023

STRATEGY 1.3.4 Advocate for access to affordable social and health services

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.4.1 Work with key stakeholders to identify social and health service gaps	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of social services meetings attended Measure: Number of health meetings attended			

STRATEGY 1.3.5 Provide appropriate infrastructure to maintain and enhance sustainable transport

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.5.1 Continue to actively participate and contribute to the Far South West Joint Organisation's transport improvement strategy	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of contributions/participations in FSWJO transport improvement strategy discussions			
1.3.5.2 Investigate planning and design requirements to upgrade the City's bus stops to meet Australian standards	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Requirements identified to upgrade City bus stops			
1.3.5.3 Carry out high priority action items within the annual CASA surveillance safety audit	Manager Airport	01-Jul-2022	30-Jun-2023
Measure: Number of identified high risk/urgent matters completed to a satisfactory standard by CASA			

STRATEGY 1.3.6 Investigate opportunities to partner with organisations to support young people to transition into the workforce

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.6.1 Collaborate with Local Jobs Taskforce and other key stakeholders to identify opportunities for young people	Executive Manager Growth and Investment		30-Jun-2023
Measure: Number of collaborations to identify workforce opportunities for young per	ople		

STRATEGY 1.3.7 Provide opportunities for collaboration and sharing of public resources

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.7.1 Maintain community contacts databases	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Annual update of Community contacts database			

1.3.7.2 Continue the Commission/Residency program within the Gallery	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: At least two commission programs in Gallery			

STRATEGY 1.3.8 Maintain and strive to continuously improve the Customer Contact and Call Centre

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.8.1 Undertake Community Satisfaction Survey	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Community Satisfaction Survey undertaken			
1.3.8.2 Undertake Customer Service Evaluations for business improvement	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Customer Service Evaluations carried out			
1.3.8.3 Seek to expand and test further capabilities of the established Online Community Portal	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of enhancements to Online Community Portal			
1.3.8.4 Undertake staff training for the Online Community Portal	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Online Community Portal staff training undertaken	,		
1.3.8.5 Review and implement a new and improved Council facilities booking process	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: New Council facilities booking process implemented	-		

OBJECTIVE 1.4 Our history, culture and diversity are embraced and celebrated

STRATEGY 1.4.1 Facilitate the promotion of community events

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.1.1 Promote Council community events to the community	Manager Communications	01-Jul-2021	30-Jun-2022
Measure: Number of promotions of Council community events			

STRATEGY 1.4.2 Support the reconciliation movement

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.2.1 Work with Reconciliation Australia to develop a new Reconciliation Action Plan	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of collaborations to develop new RAP			
1.4.2.2 Advocate, celebrate and champion the inclusion of local First Nations Artists throughout the Gallery and Museum artistic program	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Number of First Nations Artists' work in Gallery and Museum	,,		,
1.4.2.3 Investigate installation of permanent acknowledgment of country within Gallery and Museum	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Requirements identified for installation of acknowledgment of country			
1.4.2.4 Identify archival programs and opportunities to record the history of First Nations people of the area	Library Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of engagements to record First Nations history	**		

STRATEGY 1.4.3 Promote the City as Australia's First Heritage Listed City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.3.1 Advocate for tri-partisan government approach to management of the National Heritage assets	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of representations for management of National Heritage assets			
1.4.3.2 Advocate for recognition and financial support for the continuity of Broken Hill Heritage and its importance to the nation	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of representations for recognition for Broken Hill Heritage Measure: Number of representations for Broken Hill Heritage financial support			

STRATEGY 1.4.4 Advocate for funding and investment in community development projects

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.4.1 Investigate grant funding opportunities and partner with local entities to increase activities that allow for better health and wellbeing	Economic Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of health and well-being grant opportunities identified Measure: Number of local health and well-being partnerships developed			

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DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2022/2023, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2022/2023

STRATEGY 1.4.5 Support events that celebrate history, culture and diversity

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE		
1.4.5.1 Work with third parties to seek funding to celebrate history, culture and diversity	Economic Development Officer	01-Jul-2022	30-Jun-2023		
Measure: Number of grant opportunities identified for history, culture and diversity					
1.4.5.2 Provide support and advice to event planners to deliver events within region	Events Coordinator	01-Jul-2022	30-Jun-2023		
Measure: Number of occasions support/advice provided to event planners	,				

OBJECTIVE 1.5 Our built environment supports our quality of life

STRATEGY 1.5.1 Review and update development and building strategies and policies to ensure relevance

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.1.1 Commence review of Environmental Planning Instruments and Policies	Executive Manager Planning and Community Safety	l	30-Jun-2023
Measure: Number of Environmental Planning Instruments reviewed Measure: Number of Policies reviewed			

STRATEGY 1.5.2 Manage ongoing delivery of the Central Business District (CBD) Masterplan

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE		
1.5.2.1 Manage delivery of infrastructure projects associated with the implementation of the Way Finding Strategy	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023		
Measure: Number of infrastructure projects delivered for Way Finding Strategy					
1.5.2.2 Manage delivery of infrastructure projects associated with the Library and Archives project	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023		
Measure: Number of infrastructure projects delivered for Library and Archives project					
1.5.2.3 Manage delivery of infrastructure projects associated with CBD Revitalisation project	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023		
Measure: Number of infrastructure projects delivered for CBD Revitalisation project					

STRATEGY 1.5.3 Ensure service levels and asset conditions are commensurate with community expectations

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.3.1 Implement actions and recommendations from Asset optimisation project	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure : Number of actions implemented from Asset optimisation project Measure : Number of recommendations implemented from Asset optimisation proje	ct		
3.2 Develop and Implement Asset Management Plan - Roads and Footpaths Coordinator Strategic Asset Management		01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Roads and Footpath AMP			
5.3.3 Develop and Implement Asset Management Plan - Parks and Open Spaces Coordinator Strategic Asset Management		01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Parks and Opens Spaces AMP			
1.5.3.4 Develop and Implement Asset Management Plan - Buildings	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Buildings AMP			
1.5.3.5 Develop and Implement Asset Management Plan - Fleet	Plant Fleet Coordinator	01-Jul-2022	30-Jun-2023
Measure: Asset Management Plan – Fleet developed		•	
1.5.3.6 Review and update Parks Management Plan	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Parks Management Plan updated		,	
1.5.3.7 Complete Cemetery Plan of Management as per audit requirements	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Cemetery Plan of Management finalised and adopted by 31/03/2023			

STRATEGY 1.5.4 Manage ongoing delivery of the Active Transport Plan

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.4.1 Implement the approved Active Transport Plan actions	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of actions implemented from Active Transport Plan			

1	.5.4.2 Develop annual capital works plan for Active Transport Plan	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
٨	Measure: Active Transport Plan annual works schedule submitted			

STRATEGY 1.5.5 Collaborate with key stakeholders to advocate for affordable housing

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.5.1 Develop Housing Strategy as a part of Liveability Strategy	Executive Manager Growth and Investment		30-Jun-2023
Measure: Housing Strategy developed			

STRATEGY 1.5.6 Support our residents to lead healthy, active and independent lives

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.6.1 Implement outcomes of the Parks Management Plan	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Parks Management Plan			

STRATEGY 1.5.7 Work with community organisations to establish Imperial Lakes as an environmental park, inclusive of recreational activities and community access

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE		
1.5.7.1 Collaborate with community groups to develop an organisational model for ongoing operations of Imperial Lakes	General Manager	01-Jul-2022	30-Jun-2023		
Measure: Long term operating model for Imperial Lakes established					
1.5.7.2 Work with Department of Planning to rezone the land at Imperial Lakes to allow community access and environmental and recreational activities	Executive Manager Planning and Community Safety		30-Jun-2023		
Measure: Number of meetings with Department of Planning to rezone Imperial Lakes land					

STRATEGY 1.5.8 Investigate and advocate for land expansion opportunities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.5.8.1 Collaborate with relevant agencies and key stakeholders to identify land for further development	Strategic Land Use Planner	01-Jul-2022	30-Jun-2023
Measure: Number of collaborations for land expansion opportunities			

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1.5.8.2 Investigate opportunities to expand the Broken Hill LGA boundaries	Executive Manager Planning and Community Safety	I	30-Jun-2023
Measure: Number of investigations to expand the Broken Hill LGA boundaries			

OBJECTIVE 1.6 Our health and wellbeing ensure that we live life to the full

STRATEGY 1.6.1 Active participation in interagency meetings

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.6.1.1 Actively participate and engage in Council's determined social interagency meetings on a regular basis	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of engagements with social interagency meetings			

STRATEGY 1.6.2 Develop Council assets to promote outdoor recreation, exercise and mobility for families

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.6.2.1 Ensure compliance with the Disability Inclusion Act 2014 requirements for disability inclusion planning for capital projects	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of disability inclusion considerations in capital works projects			
1.6.2.2 Refurbish the E.P. O'Neill Memorial Park Precinct	Projects Officer	01-Jul-2022	30-Jun-2023
Measure: E.P. O'Neill Memorial Park Precinct refurbishment completed			
1.6.2.3 Investigate development of the Master Plan for Memorial Oval	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Planning for Memorial Oval Master Plan developed			
1.6.2.4 Investigate development of the Master Plan for Recreational Parks	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Planning for Recreational Parks Master Plan developed			

STRATEGY 1.6.3 Support the advocacy work of health, community and allied health providers

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.6.3.1 Attend and support health interagency meetings	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of health interagency meetings attended			

\$ '000	2023	2023	2023	2023	2023	2023	2023	2023
	Our Community Proposed Budget	Community Services	Local Transport	Open Spaces	Community Facilities	Public Safety	Arts & Culture	Community Developmen
ncome from Continuing Operations								
Revenue:								
Rates & annual charges	(6)	-	-	(2)	(5)	-	-	-
Jser charges & fees	542	210	-	51	184	-	98	-
nterest & investment revenue	-	-	-	-	-	-	-	-
Other revenues	133	-	-	-	-	-	133	-
Grants & contributions for operating purposes	1,457	3	871	12	-	112	460	-
Grants & contributions for capital purposes	6,002	-	128	5,874	-	-	-	-
Other Income:								-
Net gains from disposal of assets	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	8, 128	213	999	5,935	179	112	690	-
Expenses from Continuing Operations								
Employee benefits & costs	3,095	-	588	1,008	174	-	1,325	-
Borrowing costs	497	-	497	-	-	-	-	-
vaterials & contracts	2,674	5	125	549	1,107	268	621	-
Depreciation & amortisation	1,630	3	1,556	18	25	_	27	-
mpairment	-	-	-	-	-	-	-	-
Other expenses	21	-	-	1	-	-	20	-
Net losses from disposal of assets	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	7, 917	8	2, 766	1,576	1, 306	268	1, 993	-
OPERATING RESULT FOR THE YEAR	211	205	(1,768)	4,359	(1,127)	(156)	(1,302)	-

				Operating					
		Capital	Capital	Grant		Reserve	Working	Net Cost to	New, Renewal,
Description	Total Cost	Grant	Contribution	(untied roads)	Loan Funds		Capital	Council	Uparade
Fleet Replacement Program	\$ 1,000,000			(5111154154)			\$ 1,000,000		1 3
Future Road Project Planning Fund	\$ 300,000						\$ 300,000		
Capitalise Project Delivery Salaries	\$ 574.465						\$ 574.465		
Road Reseal Program 2022/23	\$ 800,000						\$ 800,000		
Harris Street -Wills to Burke St	\$ 380.039						\$ 380.039		Renewal
Oxide Street - Lane to Chapple St	\$ 800,663						\$ 800,663		
Duff Lane Sealina	\$ 271,000						\$ 271.000		Renewal
Chloride Wolfram Intersection Road Safety Upgrade	\$ 194,000	\$ 127.875	;				\$ 66.125		Renewal
Gypsum Street Reconstruction	\$ 710.000	,		\$ 710.000			\$ -	\$ -	Renewal
Future Infrastructure Project Plannina	\$ 150.000			,			\$ 150,000	1	Renewal
Geocentre Platform Stage Renewal	\$ 30.614						\$ 30.614	\$ 30.614	Renewal
E.P. O'Neill Memorial Oval Redevelopment Project - Stage 1	\$ 6,837,409	\$ 1,993,583	1				\$ 4.843.826		Renewal
E.P. O'Neill Memorial Oval Redevelopment Project - Stage 2	\$ 3.733.987						\$ -	\$ -	Renewal
Picton Oval Switchboard Replacement	\$ 21.000						\$ 21.000	\$ 21.000	Renewal
Picton Oval Lighting Upgrade	\$ 5.000						\$ 5.000	\$ 5.000	Renewal
I/lemorial Oval Electrical Switchboard Upgrade	\$ 118,000						\$ 118,000		
Living Desert, Regeneration Area & Willyama Common Fence Replacement	\$ 79,000						\$ 79.000		Renewal
Sturt Park - Replacement of Bin Surrounds	\$ 40,300						\$ 40,300	\$ 40,300	Renewal
North Family Play Centre - Replacement of Monkey Bar Set and Swing Set	\$ 62,000	\$ 62,000)					\$ -	Renewal
Duke of Cornwall Park - Installation of Half Court Basketball Court	\$ 84.500						т	\$ -	Renewal
Aquatic Centre - Replacement of heat pump to hydro pool	\$ 152,000	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					\$ 152,000	\$ 152,000	Renewal
Blende Street - Tree Replacement Program	\$ 100,000						\$ 100,000		Renewal
Christmas Display	\$ 30,000						\$ 30,000		New
Beryl Street Planter Box Renderina	\$ 15.000						\$ 15.000		Renewal
Duke of Cornwall Park - Resurfacing Tennis Court	\$ 67.500						\$ 67.500		Renewal
Visitors Information Centre Shop 3 Airconditioner Replacement	\$ 9,400						\$ 9,400		
South Community Centre - Chiller Phase Reversal Relay installation	\$ 7.000						\$ 7,000		Renewal
South Community Centre Stormwater Guttering replacement	\$ 31.000						\$ 31.000		Renewal
Aquatic Centre - Replacement of starting blocks to 50m pool	\$ 38.500						\$ 38.500		Renewal
Supply & Install security system to Library.	\$ 9.000						\$ 9,000	\$ 9,000	Renewal
Warnock Depot Master Plan Technical Design	\$ 1.715.000						\$ 1.715.000		Renewal
Art Gallery Workshop Desian Plans	\$ 25.000						\$ 25.000	\$ 25.000	Renewal
Geocentre Roor Polyurethane Sealing	\$ 31,740						\$ 31.740	4	Renewal
HACC Sewerage Pump Station fencing	\$ 5,050						\$ 5,050		Renewal
Geocentre Multimedia Equipment Renewal	\$ 52,180						\$ 52,180		Renewal
Library Technology Loan Self-Service Station	\$ 20,000						\$ 20,000		Renewal
Library Reservations and Print Management	\$ 18,000						\$ 18,000		Renewal
Civic Centre - Video Conferencing Upgrade	\$ 65,000						\$ 65,000		Renewal
Total for Our Community	\$ 18.583.347	\$ 6,001,945	· \$ -	\$ 710,000	\$ -	\$ -	\$ 11.871.402		

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan
2022 2023 inclusive of Draft Fees
and Charges 2022 2023

DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2022/2023, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2022/2023

KEY THEME 2 - OUR ECONOMY



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KEY THEME 2 - OUR ECONOMY

The focus of Key Theme 2 – Our Economy is how we work together to achieve an innovative and sustainable economy.

We value a diverse economy which is resilient and adaptable to change, making the best use of the unique advantages of our remoteness and lifestyle.

We focus on our population as a key element in preserving and growing our economy and our future.

We aspire to create a thriving and vibrant local economy in Broken Hill where traditional (eg mining, art and tourism) and new (eg technology and renewable energies) industries are supported and local career, training and education opportunities are created and if existing, expanded - especially for young people, to ensure more stay in Broken Hill and our opportunities attract more people in all forms - visitors, investors and new residents to our City.

We must also actively pursue prospects for new business investment and encourage and support local entrepreneurship and innovation as our economy transforms to meet new opportunities.

By diversifying our economic interests, we will be resilient, agile and ensure our economic prosperity.

The emphasis our community has given towards 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.

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

OUR ECONOMY - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

- 2.1 Our businesses are well connected and thrive in an environment that supports innovation and economic growth
- 2.2 Our economy provides opportunities that match the skills and needs of the population and enhances population growth
- 2.3 Our City attracts a diverse range of businesses and visitors providing opportunities for work, education, leisure and social life
- 2.4 We are a destination of choice and provide a unique experience that encourages increased visitation

KEY THEME 2 – OUR ECONOMY

OBJECTIVE 2.1 Our businesses are well connected and thrive in an environment that supports innovation and economic growth

STRATEGY 2.1.1 Activate the Broken Hill Business Support Policy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.1.1 Provide up-to-date business support information on Council's website	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of business support information placed on Council's website			
2.1.1.2 Participate in business and industry association meetings to discuss issues relevant to local businesses and economic development	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of participations in business and industry meetings			

STRATEGY 2.1.2 Advocate and plan for industrial land expansion

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.2.1 Investigate opportunities for future industrial zoned land	Strategic Land Use Planner	01-Jul-2022	30-Jun-2023
Measure: Number of opportunities identified for industrial zoned land			

STRATEGY 2.1.3 Collaborate with key stakeholders for improved accessible transport and connectivity including air, road and rail services to and around the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.3.1 Advocate for improved air and rail services	Executive Manager Growth and Investment		30-Jun-2023
Measure: Number of representations for improved air and rail services			,

STRATEGY 2.1.4 Advocate for outcomes aligned to the Regional Transport Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.4.1 Liaise with stakeholders to attract Government investment in identified actions in the Far South West Joint Organisation Transport Plan	Executive Manager Growth and Investment	I	30-Jun-2023
Measure: Number of representations on action items from FSWJO Transport Plan			

STRATEGY 2.1.5 Develop and implement the Economic Development Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.5.1 Activate Economic Development Strategy in collaboration with key stakeholders	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes activated from Economic Development Strategy			

STRATEGY 2.1.6 Develop the Airport as a commercial and industrial precinct

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.6.1 Review existing plans and strategies and develop new Airport Master Plan	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Airport Master Plan developed			
2.1.6.2 Advocate for Airport upgrades in line with Advocacy Strategy and Airport Master Plan	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of representations made for Airport upgrades	,		

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

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.7.1 Collaborate with stakeholders to investigate incentives to grow business and industry opportunity	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number collaborations to grow business and industry			

OBJECTIVE 2.2 Our economy provides opportunities that match the skills and needs of the population and enhances population growth

STRATEGY 2.2.1 Collaborate with government and industry partners to explore investment opportunities for the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
2.2.1.1 Liaise with key stakeholders to ensure that the development of regionally significant infrastructure meets the needs of business and industry	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023	
Measure: Number of participations in regional and state planning and development meetings				

STRATEGY 2.2.2 Collaborate with education and training providers to investigate opportunities to expand training and education

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.2.1 Investigate and participate on committees and working parties associated with education and training	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023
Measure: Number of participations in education and training committees/working partie	S		

STRATEGY 2.2.3 Foster partnerships with tertiary institutions to bring scarce skills to the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.3.1 Investigate partnerships with tertiary institutions	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023
Measure: Number of partnerships developed with tertiary institutions			

STRATEGY 2.2.4 Advocate for funding opportunities for apprenticeships and traineeships

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.2.4.1 Investigate eligible funding opportunities for apprenticeships and traineeships	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023
Measure: Number of funding opportunities identified for apprenticeships/traineeship	S		

OBJECTIVE 2.3 Our City attracts a diverse range of businesses and visitors providing opportunities for work, education, leisure and social life

STRATEGY 2.3.1 Active participation in trade events, conferences and other networking opportunities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.1.1 Support staff to identify and attend opportunities that contribute to the economic growth of Broken Hill	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of attendances at relevant local, state and national conferences and workshops			
2.3.1.2 Participate in tourism and other industry events that further networking and professional development	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of tourism and industry events attended			

STRATEGY 2.3.2 Advocate Broken Hill and Far West as a centre for renewable energy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.2.1 Meet with Federal and State Ministers to promote Council's Renewable Energy Action Plan	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of meetings to promote Renewable Energy Action Plan			
2.3.2.2 Support major renewable energy projects within the Far West Area	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of renewable energy projects supported	,		

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STRATEGY 2.3.3 Increase digital communication network through projects outlined in Smart Communities Framework

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.3.1 Provide open data to community via Internet of Things (IoT) platform	Manager Information & Communications Technology	01-Jul-2022	30-Jun-2023
Measure: Number of public IOT data sources provided to community			
2.3.3.2 Increase City coverage of City Smart Devices (smart bins, lighting, WIFI, irrigation systems and parking)	Chief Assets and Projects Officer	01-Jul-2022	30-Jun-2023
Measure: Number of City Smart Devices implemented	,		

STRATEGY 2.3.4 Collaborate with surrounding LGAs, government and industry to identify economic opportunities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.4.1 Participate in State and Regional Planning initiatives	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of attendances in State and Regional Planning initiatives			
2.3.4.2 Action the initiatives endorsed by the Far South West Joint Organisation	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of completed actions relevant to Growth and Investment portfolio	0		
2.3.4.3 Develop working tourism relationships with regional tourism associations and village committees	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of tourism meetings attended Measure: Number of familiarisations attended			

STRATEGY 2.3.5 Promote the narrative of long-term economic stability to the community

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.3.5.1 Provide pertinent long-term financial information in relevant media releases	Manager Communications	01-Jul-2022	30-Jun-2023
Measure: Number of media releases containing long-term financial information			
2.3.5.2 Provide public Budget sessions with support from Finance	Manager Communications	01-Jul-2022	30-Jun-2023
Measure: Number of public budget sessions held			

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OBJECTIVE 2.4 We are a destination of choice and provide a unique experience that encourages increased visitation

STRATEGY 2.4.1 Engage government, business and community stakeholders in supporting the management of tourism

ACTIONS	RESPONSIBLE OFFICER		
2.4.1.1 Collaborate with industry and government to expand experiences, products and destination marketing	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of collaborations to expand experiences, products and destination	on marketing		
2.4.1.2 Develop framework to deliver a cohesive approach to the development, management and marketing of business and destination events, tourism and filming activities	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Management and Marketing Framework for events, tourism and filming de	eveloped		
2.4.1.3 Support the development of culturally appropriate tourism experiences through the delivery of the Destination Management Plans	Executive Manager Growth and Investment	01-Jul-2022	30-Jun-2023
Measure: Number of engagements supporting development of tourism experiences	;		
2.4.1.4 Develop improved visitor experiences on tourism website and app	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of tourism digital content updated			
2.4.1.5 Conduct audit of Council tourism product and experiences	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Audit of Council tourism product/experiences completed Measure: Council tourism product/experiences audit report submitted to ELT			
2.4.1.6 Support the development of the Silver to Sea Trail project	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of Silver to Sea Trail projects identified Measure: Number of Silver to Sea funding options identified			

STRATEGY 2.4.2 Activate Business Plans from Council owned facilities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.2.1 Activate Visitor Services Business Plan	Visitor Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Visitor Services Business Plan			

30-Jun-2023

30-Jun-2023

30-Jun-2023

30-Jun-2023

END DATE

30-Jun-2023

END DATE

30-Jun-2023

30-Jun-2023

30-Jun-2023

30-Jun-2023

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01-Jul-2022

01-Jul-2022

01-Jul-2022

01-Jul-2022

START DATE

01-Jul-2022

START DATE

01-Jul-2022

01-Jul-2022

01-Jul-2022

01-Jul-2022

Manager Gallery and

Museum

Manager Gallery and

Museum

Manager Gallery and

Museum

2.4.4.4 Operate the Albert Kersten Mining & Minerals Museum to support the visitor

Measure: Number of visitors to Gallery

Measure: Number of visitors to Museum

leconomy

2.4.2.2 Activate Broken Hill City Art Gallery Business Plan

2.4.2.3 Activate Albert Kersten Mining & Minerals Business Plan

Measure: Number of outcomes implemented from Gallery Business Plan

2.4.4.5 Operate the Civic Centre to support the visitor economy	Events Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of occasions visitor economy supported by Civic Centre			
2.4.4.6 Operate the Airport to support the visitor economy	Manager Airport	01-Jul-2022	30-Jun-2023
Measure: Airport availability maintained 365 days per year			

STRATEGY 2.4.5 Advocate for incentives and initiatives that support Broken Hill and region as a film location

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.5.1 Collaborate with the film industry and government to ensure Broken Hill and region is a destination of choice for film makers	Economic Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of collaborations with film industry and government			

STRATEGY 2.4.6 Develop the Civic Centre Business to be a self-sufficient profit-making enterprise

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.6.1 Review Civic Centre Business Plan to identify and grow business opportunities	Events Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of growth opportunities identified for Civic Centre			
2.4.6.2 Review Civic Centre Marketing Plan to identify new opportunities	Events Coordinator	01-Jul-2022	30-Jun-2023
Measure: Number of marketing opportunities identified for Civic Centre			

STRATEGY 2.4.7 Activate the Cultural Plan

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
2.4.7.1 Investigate options for art and cultural activities to support health and well-being in the community	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023	
Measure: Number of art and cultural activities identified to support health and well-being				
2.4.7.2 Utilise the Gallery and Museum spaces for events and cultural activities	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023	
Measure: Number of events and cultural activities held in Gallery Measure: Number of events and cultural activities held in Museum				

STRATEGY 2.4.8 Support Aboriginal economic enterprise and cultural practice

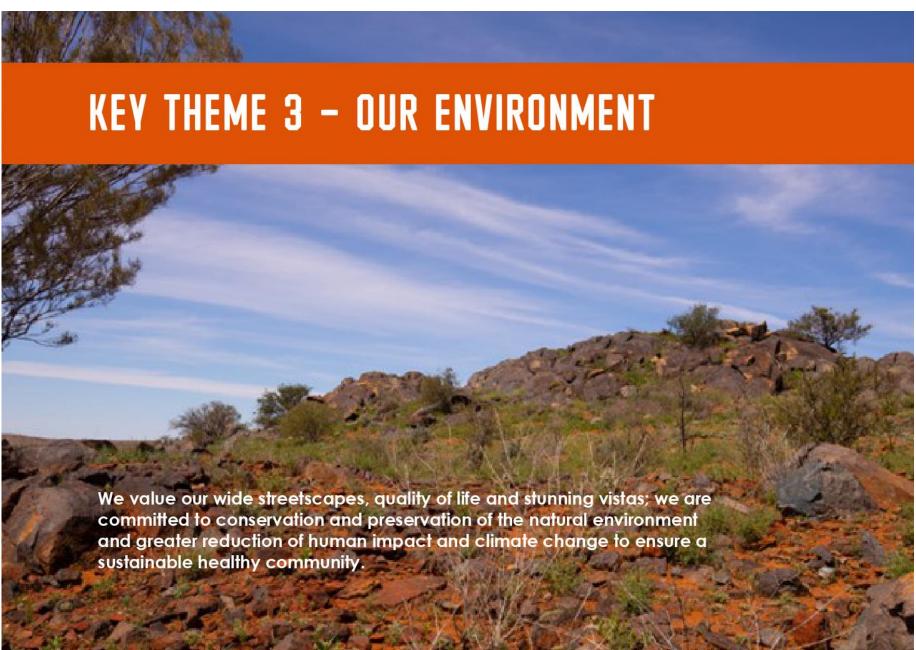
ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.8.1 Liaise with Murdi Paaki Regional Assembly to support linkages required to progress their economic strategy	Community Development Officer	01-Jul-2022	30-Jun-2023
Measure: Number of meetings attended with Murdi Paaki			,

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'000		2023	2023	2023	2023
	Our Economy Proposed Budget	Economic Development	Strategic Transport	Tourism Development	Film Promotion
come from Continuing Operations					
evenue:					
ates & annual charges	-	-	-	-	-
ser charges & fees	1,070	65	806	200	-
terest & investment revenue	-	-	-	-	-
ther revenues	81	69	-	12	-
rants & contributions for operating purposes	432	-	427	5	-
rants & contributions for capital purposes	-	-	-	-	-
ther Income:	-				
et gains from disposal of assets	-	-	-	-	-
et share of interests in joint ventures	-	-	-	-	-
OTAL INCOME FROM CONTINUING OPERATIONS	1,583	133	1, 233	217	-
xpenses from Continuing Operations					
mployee benefits & costs	1,555	909	285	360	-
orrowing costs	-	-	-	-	-
aterials & contracts	1,047	718	230	99	-
epreciation & amortisation	405	113	291	1	-
npairm ent	-	-	-	-	-
ther expenses	80	80	-	-	-
et losses from disposal of assets	-	-	-	-	-
OTAL EXPENSES FROM CONTINUING OPERATIONS	3,086	1,820	806	460	-
PERATING RESULT FOR THE YEAR	(1,504)	(1,687)	427	(243)	-

CAPITAL BUDGET - OUR ECONOMY													
						Operating							
				Capital	Capital	Grant			Reserve	Working	Ne	et Cost to	New, Renewal,
Description	I	otal Cost		Grant	Contribution	(untied roads)		oan Funds	Transfer	Capital		Council	Upgrade
Airport CCTV Security ⊌pgrade	\$	40,000	\$	-			\$	-		\$ 40,000	\$	40,000	Renewal
Housing Subdivision Development	\$	1,944,311	\$	1,400,000						\$ 544,311	\$	544,311	New
Total for Our Economy	\$	1,984,311	\$	1,400,000	\$ -	\$ -	\$	-	\$ -	\$ 584,311	\$	584,311	

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan
2022 2023 inclusive of Draft Fees
and Charges 2022 2023



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KEY THEME 3 - OUR ENVIRONMENT

The focus of Key The 3 – Our Environment is how we work together to value and protect our environment.

We value our unique landscape which is a place where the natural environment is protected and enhanced; where our existing urban areas are the focus of our growth, maintaining their unique characteristics.

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

We need to protect the environment for its own sake as well as for the sake of our future Broken Hill generations.

Therefore, the preservation of our natural environment remains a focus and driver in our strategic direction and we are committed to collaborating with our community and partners to plan, promote, educate and facilitate better protection of our environment.

The matter of climate change and adaptation measures has increased in recent years and prioritisation of climate adaptation activities must be acknowledged and actioned as a priority.

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

OUR ECONOMY - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

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

KEY THEME 3 – OUR ENVIRONMENT

OBJECTIVE 3.1 Our environmental footprint is minimised

STRATEGY 3.1.1 Ensure delivery of relevant environmental strategies and policies

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.1.1.1 Develop Waste and Resource Recovery Strategy	Waste and Sustainability Manager	01-Jul-2022	30-Jun-2023
Measure: Waste and Resource Recovery Strategy developed			

STRATEGY 3.1.2 Provide awareness of environmental impacts of human activity

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.1.2.1 Promote the Waste and Resource Recovery Strategy	Waste and Sustainability Manager	01-Jul-2022	30-Jun-2023
Measure: Number of promotions of Waste and Resource Recovery Strategy			

STRATEGY 3.1.3 Collaborate with key stakeholders on environmental issues

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.1.3.1 Investigate opportunities to collaborate with community groups	Waste and Sustainability Manager	01-Jul-2022	30-Jun-2023
Measure: Number of collaboration opportunities identified for environmental issues			

STRATEGY 3.1.4 Investigate alternate sustainable energy options

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.1.4.1 Continue the implementation of the Renewable Energy Action Plan	Waste and Sustainability Manager	01-Jul-2022	30-Jun-2023
Measure: Stage 2 of Renewable Energy Action Plan commenced			

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

STRATEGY 3.2.1 Ensure delivery of relevant environmental management plans and policies

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.2.1.1 Maintain the Living Desert as per the Management Plan	Living Desert Ranger	01-Jul-2022	30-Jun-2023
Measure: Kilometres of fencing repaired/replaced at Living Desert Measure: Number of noxious weeds eradication control measures undertaken at Liv Measure: Number of feral animal eradication measures undertaken at Living Desert	•		

3.2.1.2 Investigate Master Plan for Living Desert	Chief Corporate and Community Officer	01-Jul-2022	30-Jun-2023
Measure: Living Desert Master Plan developed			

STRATEGY 3.2.2 Provide awareness and education on the impacts of climate change

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.2.2.1 Investigate the development of a Climate Action Plan to support the 2019 Climate Emergency Declaration	Waste and Sustainability Manager	01-Jul-2022	30-Jun-2023
Measure: Options identified for development of Climate Action Plan			

STRATEGY 3.2.3 Ensure the effective management of the regeneration and common areas

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE		
3.2.3.1 Undertake feral animal eradication in accordance with governing Acts	Living Desert Ranger	01-Jul-2022	30-Jun-2023		
Measure: Number of feral animal eradication measures undertaken in regeneration,	common areas				
3.2.3.2 Replace damaged and vandalised fencing	Living Desert Ranger	01-Jul-2022	30-Jun-2023		
Measure: Kilometres of fencing repaired/replaced in regeneration/common areas					
3.2.3.3 Undertake annual assessment of identified noxious weeds and pests	Living Desert Ranger	01-Jul-2022	30-Jun-2023		
Measure: Annual assessment of weeds/pests completed in regeneration/common of	areas		,		
3.2.3.4 Implement control measure to ensure noxious weeds and pests are controlled in an appropriate manner	Living Desert Ranger	01-Jul-2022	30-Jun-2023		
Measure: Number of noxious weeds eradication control measures undertaken Measure: Number of pest eradication measures undertaken					
3.2.3.5 Support and encourage volunteers and environmental groups to protect and enhance natural environment at Living Desert Reserve	Living Desert Ranger	01-Jul-2022	30-Jun-2023		
Measure: Number of working bees completed at Living Desert Measure: Number of Living Desert volunteer hours			,		
3.2.3.6 Support and encourage volunteers and environmental groups to protect and enhance natural environment at Regeneration Area	Living Desert Ranger	01-Jul-2022	30-Jun-2023		
Measure: Number of working bees completed at Regeneration areas Measure: Number of Regeneration volunteer hours					

3.2.4 Support the advocacy of key water stakeholders

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.2.4.1 Support the advocacy for river connectivity in the Murray Darling Basin system, maintaining water supply in the Menindee Lakes system and maintaining the health of the Darling Baaka River	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of advocacy opportunities for water and river connectivity			

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

STRATEGY 3.3.1 Review and update planning strategies and policies to ensure relevance

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.3.1.1 Adopt Plans of Management for all Crown Reserves under Council Management	Strategic Land Use Planner	01-Jul-2022	30-Jun-2023
Measure: Number of adopted Plans of Management for Crown Reserves			
3.3.1.2 Adopt updated Plan of Management for Living Desert Reserve	Strategic Land Use Planner	01-Jul-2022	30-Jun-2023
Measure: Living Desert Reserve Plan of Management adopted			

STRATEGY 3.3.2 Implement actions from Tree Management Plan

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.3.2.1 Ensure outcomes are conducted in compliance with the Tree Management Plan	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Tree Management Plan			

STRATEGY 3.3.3 Ensure native vegetation, landscaping and water management systems are protected under the planning processes

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE			
3.3.3.1 Provide education and guidance when required for new development proposals to encourage sustainable landscaping, vegetation and water management practices	Executive Manager Planning and Community Safety		30-Jun-2023			
Measure: Number of education/guidance provided for sustainable landscaping, vegetation and water management						

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STRATEGY 3.3.4 Advocate for improved storm water management within the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
3.3.4.1 Develop Storm Water Management Strategy	Coordinator Strategic Asset Management	01-Jul-2022	30-Jun-2023
Measure: Storm Water Management Strategy developed			

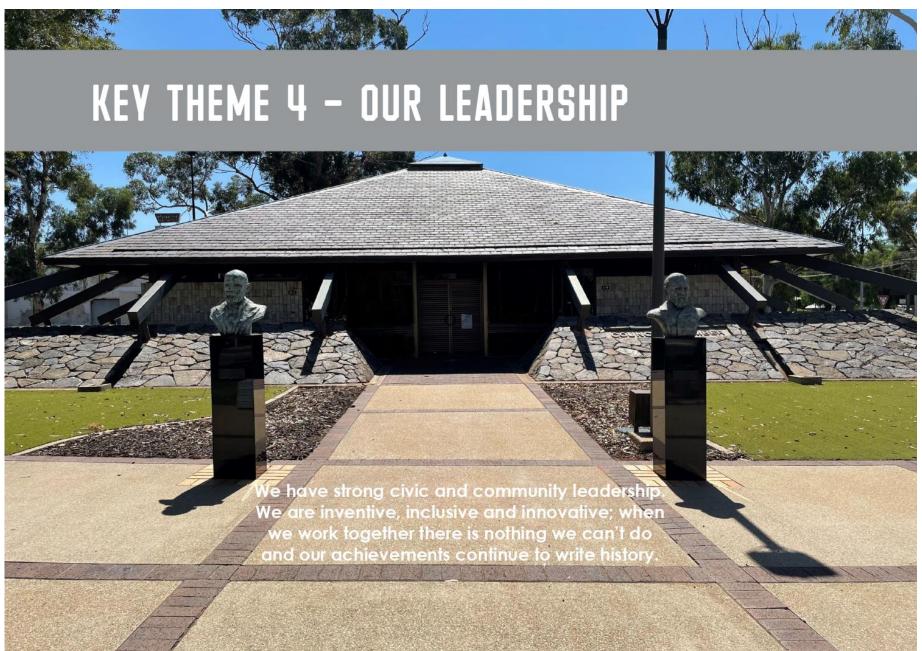
STRATEGY 3.3.5 Implement the recommendations of the Heritage Strategy to preserve and enhance the heritage of the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE	
3.3.5.1 Continue to implement the recommendations of the adopted Broken Hill Heritage Strategy 2020-2023	Town Planner	01-Jul-2022	30-Jun-2023	
Measure: Number of recommendations implemented from Heritage Strategy				
3.3.5.2 Raise awareness of heritage related issues and management	Town Planner	01-Jul-2022	30-Jun-2023	
Measure: Number of heritage issues and management awareness information provided				

OPERATIONAL PLAN - 2822-2823							
	INCOME STA	TEMENT -	OUR ENVIRO	NMENT			
\$ '000	2022	2022	2022	2022	2022	2022	2022
	Our Environment Proposed Budget	Waste Management	Sustainability After Mining	Natural Environment	Public Health	Public Order	Stor mwater Managemer
Income from Continuing Operations							
Revenue:							
Rates & annual charges	3,404	3,198	-	-	16	190	-
User charges & fees	1,752	1,512	-	228	5	7	-
Interest & investment revenue	27	27	-	-	-	-	-
Other revenues .	56	28	-	28	-	-	-
Grants & contributions for operating purposes	-	-	-	-	-	-	-
Grants & contributions for capital purposes	-	-	-	-	-	-	-
Other Income:	-						
Net gains from disposal of assets	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	5,239	4, 765	-	256	21	197	-
Expenses from Continuing Operations							
Employee benefits & costs	1,965	1,419	-	244	122	180	-
Borrowing costs	75	75	-	-	-	-	-
Materials & contracts	356	185	-	104	5	62	_
Depreciation & amortisation	85	-	-	-	-	-	85
Impairment	-	-	-	_	-	-	_
Other expenses	100	100	-	_	-	-	-
Net losses from disposal of assets	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	2,581	1,779	-	348	127	242	85
OPERATING RESULT FOR THE YEAR	2,658	2,986	-	(92)	(106)	(45)	(85)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	2,658	2,986	-	(92)	(106)	(45)	(85)

CAPITAL BUDGET- OUR ENVIRONMENT										
					Operating					
			Capital	Capital	Grant		Reserve	Working	Net Cost to	New, Renewal,
Description		al Cost	Grant	Contribution	(untied roads)	Loan Funds	Transfers	Capital	Council	Upgrade
Skip Bin Replacement	\$	42,141				\$ -		\$ 42,141	\$ 42,141	Renewal
Waste Transfer Facility Inlet Road	\$	156,000						\$ 156,000	\$ 156,000	Renewal
Waste Facility Fencing	\$	60,000						\$ 60,000	\$ 60,000	Renewal
Total for Our Environment	\$	258, 141	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 258,141	\$ 258,141	

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan
2022 2023 inclusive of Draft Fees
and Charges 2022 2023



KEY THEME 4 - OUR LEADERSHIP

The focus of Key Theme 4 – Our Leadership is how we work together to be a connected and engaged community.

We value collaboration and working together for the greater good.

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.

The Broken Hill community continues shared responsibility for good governance. Good governance is about creating a culture of transparency and accountability and establishing trust with the community.

The community have told us that there are opportunities to improve coordination between various organisations delivering services and generally improving communication among leading bodies in our community.

The community have asked for more collaboration across the community and real opportunities for true, authentic engagement that leads to outcomes that truly address the issues identified and allow the community to respond to growth opportunities together.

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

OUR LEADERSHIP - OBJECTIVES FROM THE COMMUNITY STRATEGIC PLAN

- 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 City on the National Heritage List
- 4.4 Our community is engaged and informed

KEY THEME 4 – OUR LEADERSHIP

OBJECTIVE 4.1 Openness and transparency in decision making

STRATEGY 4.1.1 Foster relationships with key community sector leaders

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.1.1 Invite key community sector leaders to civic events and functions	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of invitations provided for civic events	,		
4.1.1.2 Invite key community sector leaders to participate in various working groups/meetings regarding major issues facing the City	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of community sector participants in working groups/meetings			

STRATEGY 4.1.2 Activate the Community Engagement Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE			
4.1.2.1 Implement communications processes as outlined in new Community Engagement Strategy	Manager Communications	01-Jul-2022	30-Jun-2023			
Measure: Number of processes implemented from Community Engagement Strategy						

STRATEGY 4.1.3 Facilitate public forum at each Council meeting

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.3.1 Ordinary and Extraordinary Council Meetings are conducted in accordance with Council's adopted Code of Meeting Practice Policy	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: Number of public forums held	,		

STRATEGY 4.1.4 Ensure social, environmental, cultural and economic sustainability are considered when making decisions

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.4.1 Reports to Council present the social, environmental, cultural and economic sustainability considerations to enable Council to make informed decisions	General Manager	01-Jul-2022	30-Jun-2023
Measure: Council report format updated to include quadruple bottom line reporting	g 		

STRATEGY 4.1.5 Support the organisation to operate within its legal framework

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.5.1 Implement a robust process to provide induction training to Section 355 Committee Members	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: S355 induction process implemented Measure: Number of S355 inductions carried out			
4.1.5.2 Develop and implement a Proactive Release Strategy to assist in Council's approach to authorised proactive release and promotion of open government	Corporate Services Coordinator	01-Jul-2022	30-Jun-2023
Measure: Strategy developed and endorsed Measure: Information and Privacy Commission feedback received and implemente	ed	,	
4.1.5.3 Develop legal, contractual agreements for Exhibiting Artists, Commission Work and Sales through cultural facilities	Manager Gallery and Museum	01-Jul-2022	30-Jun-2023
Measure: Number of Gallery contracts reviewed and redrafted by legal firm			
4.1.5.4 Review of Delegations and Authorisations with new term of Council and recruitment of new staff	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: All delegations and authorisations issued to staff prior to 31/12/2022			
4.1.5.5 Councillor and Designated Persons disclosures of interest returns completed annually in accordance with the Local Government Act 1993	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: Disclosures of Interest Returns completed and reported to Council by 31/1	0/2022		
4.1.5.6 Review Council Policies for compliance with relevant legislation	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: Number of policies reviewed in accordance with policy review schedule			

STRATEGY 4.1.6 Implement and embed an Enterprise Risk Management system

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.6.1 Initiate Stage 3 of the Enterprise Risk Improvement Management Plan	Corporate Risk Coordinator	01-Jul-2022	30-Jun-2023
Measure: 100% of employees inducted in use of Enterprise Risk Management softwo Measure: Corporate Risk Register reviewed by Executive Leadership Team quarterly Measure: Operational Risk Register reviewed by Senior Leadership Team quarterly Measure: Control effectiveness audits completed quarterly			

4.1.6.2 Embed the principles of the Enterprise Risk Management Framework (ERM) across the organisation	Corporate Risk Coordinator	01-Jul-2022	30-Jun-2023
Measure: 100% of Senior Leadership Team inducted in use of ERM Framework Measure: Number of Senior Leadership Team upskills workshops held for ERM Framew	work		
4.1.6.3 Undertake full review and testing of Council's Business Continuity Plan (BCP)	Corporate Risk Coordinator	01-Jul-2022	30-Jun-2023
Measure: BCP review completed Measure: BCP Sub Plans completed Measure: BCP test exercise completed Measure: Independent assessment published on Council intranet			

OBJECTIVE 4.2 Our leaders make smart decisions

STRATEGY 4.2.1 Strengthen staff capacity through workforce development and planning activities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.1.1 Learning and development plans are completed for all employees including succession and career options	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023
Measure: 100% of staff have learning/development plans		V	
4.2.1.2 Investigate Local Government Capability Framework project requirements	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023
Measure: Project requirements identified for Local Government Capability Framewo	rk		

STRATEGY 4.2.2 Provide learning and networking opportunities for elected members

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.2.1 Provide Councillor professional development training sessions	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: Number of Councillor professional development training sessions			
4.2.2.2 Offer opportunities for Councillors to attend conferences and seminars that provide information, ideas and solutions that add value to our community	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: Number of conferences/seminars attended by Councillors			

STRATEGY 4.2.3 Build on the leadership values and culture of the organisation

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.3.1 Implement actions from Organisation Culture Inventory survey	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023
Measure: Number of actions implemented from Organisation Culture Inventory surv	еу		
4.2.3.2 Investigate further leadership training opportunities	Executive Manager People and Culture	01-Jul-2022	30-Jun-2023
Measure: Number of leadership training opportunities identified			

STRATEGY 4.2.4 Implement the Service Review Framework

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.4.1 Undertake Events service review	Business Analyst	01-Jul-2022	30-Jun-2023
Measure: Events service review completed			
4.2.4.2 Undertake Waste Management service review	Business Analyst	01-Jul-2022	30-Jun-2023
Measure: Waste Management service review completed			

STRATEGY 4.2.5 Monitor potential changes to government policy and legislation and make submission where considered important for the local community

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.5.1 Make relevant submissions to Government agencies on all matters that will affect Broken Hill or Local Government in a broader context	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of submissions to Government			

STRATEGY 4.2.6 Ensure Council has robust Information Communications Technology Platform

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.6.1 Continue to implement the agreed Information and Communication Technology Strategy/Roadmap	Manager Information & Communications Technology	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Communications Technology Strategy/Roadmap			

4.2.6.2 Continue to implement the Cyber Security Framework	Manager Information & Communications Technology	01-Jul-2022	30-Jun-2023
Measure: Number of outcomes implemented from Cyber Security Framework			

STRATEGY 4.2.7 Continue to look for efficiencies in the organisation and ensure financial sustainability

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.7.1 Reduce the annual operational deficit in line with the Long Term Financial Plan	Chief Financial Officer	01-Jul-2022	30-Jun-2023
Measure: Operational result achieved as per Long Term Financial Plan		,	

OBJECTIVE 4.3 We unite to succeed in Australia's first city on the National Heritage List

STRATEGY 4.3.1 Collaborate with key stakeholders for the Community Strategic Plan for reporting and monitoring

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.3.1.1 Facilitate Community Strategic Plan Round Table Committee Meetings	Executive Officer	01-Jul-2022	30-Jun-2023
Measure: Number of CSP Round Table meetings held	,	,	

STRATEGY 4.3.2 Develop working parties for key issues and projects impacting Council and the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.3.2.1 Develop working parties where necessary to progress major projects and issues	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of working parties developed for major projects			

STRATEGY 4.3.3 Maintain a strong relationship and regularly engage with the local State and Federal Members

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.3.3.1 Engage with the Local State and Federal Members on key issues relating to Council and the City	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of engagements with Local State Members Measure: Number of engagements with Federal Members			

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STRATEGY 4.3.4 Maintain a strong relationship and regularly engage with the Minister of Local Government and other Ministers

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.3.4.1 Engage with the Minister for Local Government and other Ministers on key issues relating to Council and the City	General Manager	01-Jul-2022	30-Jun-2023
Measure: Number of engagements with Local Government Minister Measure: Number of engagements with Ministers		,	

OBJECTIVE 4.4 Our community is engaged and informed

STRATEGY 4.4.1 Update Community Engagement Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.4.1.1 Update Community Engagement Strategy for adoption by Council	Manager Communications	01-Jul-2022	30-Jun-2023
Measure: Community Engagement Strategy updated by December 2022			

STRATEGY 4.4.2 Facilitate meetings between community and elected representatives

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.4.2.1 Provide support for community meetings between Councillors and the public as required	Manager Communications	01-Jul-2022	30-Jun-2023
Measure: Number of community meetings held with Councillors		,	
4.4.2.2 Facilitate community engagement sessions regarding major projects and initiatives as required	Manager Communications	01-Jul-2022	30-Jun-2023
Measure: Number of community engagement sessions held for major projects			

STRATEGY 4.4.3 Maintain an Advocacy Strategy for the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.4.3.1 Review and align Advocacy Strategy with Community Strategic Plan priorities	Executive Manager Growth and Investment		30-Jun-2023
Measure: Advocacy Strategy aligned with Community Strategic Plan	-		

	INCOME ST	ATEMENT -	OUR LEADE	RSHIP			
\$ '000	2023	2023	2023	2023	2023	2023	2023
¥	Our Leadership Proposed Budget	Leadership & Governance	Financial Management	Corporate Support	Asset Management	Operations Management	Buildings & Property
Income from Continuing Operations							
Revenue:							
Rates & annual charges	16,828	-	16,702	-	204	-	(77)
User charges & fees	115	-	62	-	37	40	(24)
Interest & investment revenue	471	-	471	-	-	-	-
Other revenues	194	-	146	-	1	48	-
Grants & contributions for operating purposes	5,244	-	5,149	-	94	-	-
Grants & contributions for capital purposes	-						-
Other Income:							
Net gains from disposal of assets	-						
Net share of interests in joint ventures	-						
TOTAL INCOME FROM CONTINUING OPERATIONS	22,853	-	22, 531	-	335	88	(101)
Expenses from Continuing Operations							
Employee benefits & costs	7,949	882	1,995	1,955	1,525	500	1,091
Borrowing costs	105	-	105	-	-	-	_
Materials & contracts	6,062	450	2,007	926	420	463	1,798
Depreciation & amortisation	4,139	-	-	104	1	1,011	3,024
Impairment	-	-	-	-	-	-	-
Other expenses	762	672	30	40	20	-	-
Net losses from disposal of assets	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	19,018	2,004	4, 137	3,025	1,966	1,973	5,913
OPERATING RESULT FOR THE YEAR	3,835	(2,004)	18, 393	(3,025)	(1, 630)	(1,885)	(6,014)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	3,835	(2,004)	18, 393	(3,025)	(1, 630)	(1,885)	(6,014)

			CAPITAI	L BUDGET -	OUR LEADERS	SHIP					
					Operating						
				Capital						Net Cost to	
Description		ot al Cost	Capital Grant						Capital		Upgrade
IT Asset Replacement - 25 PC's / Laptops	\$	40,000						\$	40,000	\$ 40,000	Renew at
Admin Building - No2 Chilled Water Pump Replacement	\$	9,500						\$	9,500	\$ 9,500	Renew at
Administration Building Switchboard Seals	\$	7,000						\$	7,000	\$ 7,000	Renewal
Administration Building - Not Condensor Pump Replacement	\$	9,000						\$	9,000	\$ 9,000	Renew at
Admin building stairwell doors replacement	\$	13,350						\$	13,350	\$ 13,350	Renewal
Administration Building Not Chiller Overhaul/Reptacement	\$	42,000						\$	42,000	\$ 42,000	Renew at
Photocopie [,] Replacement	\$	30,000						\$	30,000	\$ 30,000	Renewal
Server Replacement	\$	18,000						\$	18,000	\$ 18,000	Renew at
HR Management System implementation	\$	76,500						\$	76,500	\$ 76,500	Renew al
Total for Our Leadership	.5	245,350	s -	s -	s -	s -	s -	8	245,350	\$ 245,350	

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan
2022 2023 inclusive of Draft Fees
and Charges 2022 2023

REVENUE

REVENUE POLICY

INTRODUCTION

Council's 2022/2023 Revenue Policy has been prepared in accordance with the provisions of the Local Government Act 1993 and the Local Government (General) Regulation 2005.

The revenue policy includes the following required elements:

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

In addition to preparing this revenue policy, Council has also recently undertaken a review of its 10-year Long Term Financial Plan (LTFP). The 2022/2023 Revenue Policy is represented in this financial plan, which will be used by Council to guide its future decision-making.

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

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

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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2022/2023 FINANCIAL ESTIMATES

	2022	2023
\$ '000	Q2 Review	Proposed
	Q2 REVIEW	Budget
Income from Continuing Operations		
Revenue:	10.474	00.00
Rates & annual charges	19,464	20,220
User charges & fees	3,325	3,480
Interest & investment revenue	497	498
Other revenues	235	46
Grants & contributions for operating purposes	6,606	7,132
Grants & contributions for capital purposes	3,482	8,023
Other Income:	-	-
Net gains from disposal of assets	-	-
Net share of interests in joint ventures	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	33,609	39,823
Expenses from Continuing Operations		
Employee benefits & costs	13,577	14,563
Borrowing costs	641	678
Materials & contracts	10,861	10,139
Depreciation & amortisation	7,074	6,25
Impairment	-	-
Other expenses	821	963
Net losses from disposal of assets	_	-
Net share of interests in joint ventures	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	32,974	32,602
OPERATING RESULT FOR THE YEAR	635	7,221
		7,221
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &		
CONTRIBUTIONS FOR CAPITAL PURPOSES	(2,847)	(802)
NICT ORDRATING RESULT FOR THE VEAR EVOLUDING EVERAGRAND STARS		
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(2,847)	(802
Assumptions Rate Peg	2.60%	2.30
General Index	2.50%	2.50
Employee Cost Index Grant Index	2.75% 2.00%	3.2 2.0
Investment Interestrate	3.00%	1.5
Overdue rates interest rate Efficiency gain on Materials & Contracts	6.00% -2.00%	6.0 -2.0

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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† 1000		
\$ '000	2022	2023
	Q2 Review	Proposed Budget
Assets		20090.
Current Assets:		
Cash & cash equivalents	21,214	11,476
Investments	3,000	3,000
Receivables	5,518	5,653
Inventories	118	136
Other	717	41 6
Non-current assets classified as 'held for sale'	-	-
TOTAL CURRENT ASSETS	30,567	20,681
Non-Current Assets:		
Investments	_	-
Receivables	_	_
Inventories		
Inventories Infrastructure, property, plant & equipment	263,651	267,755
Investments accounted for using the equity method	1,359	1,14
Investment property	-	-
Intangible assets		-
TOTAL NON-CURRENT ASSETS	265,010	268,896
TOTAL ASSETS	295,577	289,578
Liabilities		
Current Liabilities:		
Payables	3,500	1,90
Income Received in Advance	-	-
Contract Liabilities		
Borrowings	1,605	1,64
Provisions	3,184	3,829
TOTAL CURRENT LIABILITIES	8,289	7,379
	-,	, , , , , , , , , , , , , , , , , , , ,
Non-Current Liabilities:	19,615	18,143
Payables	-	-
Borrowings	18,010	16,49
Provisions	11,912	12,265
TOTAL NON-CURRENT LIA BILITIES	29,922	28,757
TOTAL LIABILITIES	38,211	24 124
IOTAL LIABILITIES	30,211	36,136
NET ASSETS	257,366	253,442
Equity		
Retained earnings	119,659	115,73
Revaluation reserves	137,707	137,707
Council equity interest	257,366	253,442
Non-controlling interest	-	-
TOTAL EQUITY	257,366	253,442
I O I DE ESSOII I	237,000	230,442
Assumpiions Generalindex	2.50%	2.50
No implact from revaluation of assets	2.2074	2.0

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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\$ '000	2022	2023
,	Q2 Review	Proposed Budget
Cash Flows from Operating Activities		
Receipts:		
Rates & annual charges	18,880	19,619
User charges & fees	3,225	3,376
Investment & interest revenue received	896	465
Grants & contributions	10,088	15,155
Bonds, deposits & retention amounts received	-	_
Other	228	450
Payments:		
Employee benefits & costs	(13,170)	(14,126)
Materials & contracts	(10,535)	(9,835)
Borrowing costs	(641)	(678)
Bonds, deposits & retention amounts refunded	- (011)	- (0,0)
Other	(796)	(934)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	8.175	13.492
NET CASIT KOTIDED (OK OSED IN) OF EKAIIN O ACTIVILED	0,170	10,472
Cash Flows from Investing Activities		
Receipts:		
Sale of investment securities	-	-
Sale of infrastructure, property, plant & equipment	-	-
Deferred debtors receipts	-	-
Other investing activity receipts	-	-
Payments:		
Purchase of investment securities	-	-
Purchase of infrastructure, property, plant & equipment	(11,265)	(21,625)
Deferred debtors & advances made	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(11,265)	(21,625)
Cash Flows from Financing Activities		
Receipts:		
Proceeds from borrowings & advances	-	-
Payments:	(1) (40)	(1, (05)
Repayment of borrowings & advances	(1,443)	(1,605)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(1,443)	(1,605)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	(4,533)	(9,738)
plus: CASH & CASH EQUIVALENTS - beginning of year	25,747	21,214
CASUA CASU FOUNTALENTS	61.61.	
CASH & CASH EQUIVALENTS - end of year Additional Information	21,214	11,476
plus: Investments on hand - end of year	3,000	3,000
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	24,214	14,476
TOTAL SAST, SAST EQUITALLITIS & HTTLUMENTS - CHA SI YEAR	27,214	14,470
Assumptions Rates & charges recovery rate	97.00%	97.00
Debtor recovery rate General Index	97.00% 2.50%	97.00
General Index nv estment Interest rate	2.50% 3.00%	2.50
ov estment interest rate Overdue rates interest rate	6.00%	6.0

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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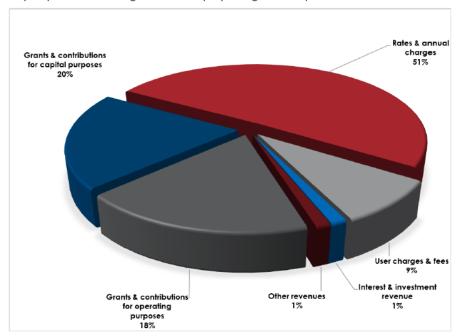


Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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SOURCES OF REVENUE

Council's revenue is mainly sourced from Rates and Annual Charges (51%), with Operating Grants (18%) and User Charges and Fees (9%) being other key revenue items.



RATE REVENUE

The Minister for Local Government approved a 0.7% rate peg limit to apply to Council rates in 2022/2023. The rate peg does not apply to charges levied by Council in relation to waste management.

Council successfully applied for an Additional Special Variation (ASV) in accordance with Office of Local Government (OLG) Circular 22-03. The ASV Guidelines allowed Councils to apply for an adjustment for the rate peg, on a permanent or temporary basis, to the lower of 2.5% and Council's assumed 2022/23 rate peg as exhibited in its 2023-2032 Long Term Financial Plan.

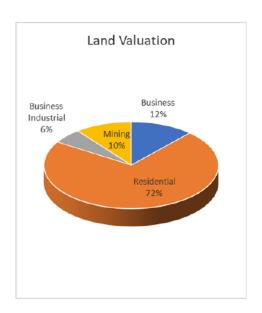
Council is proposing to increase rates by the 2.3% following a successful application for a Permanent Additional Special Variation, which will increase total rate revenue by approximately \$230,000.

A further rating structure review has been carried out this year, to further address the disproportionate rates increases for businesses in the industrial area, as a result of the 2019 valuation that came into effect in 2019/2020. Prior to the 2019 revaluation, industrial area businesses contributed 4.31% of total rates, following the revaluation industrial area businesses contributed 6.67% in rates. In 2021/22 a business industrial subcategory was created, with business industrial overall rates contribution adjusted to the halfway point between their original 4.31% contribution and the 6.67% contribution post revaluation.

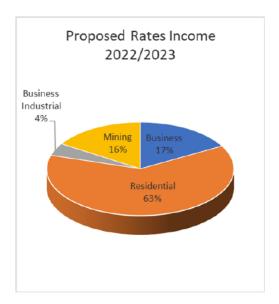
For the 2022/23 rating year, proposed rates have been adjusted with Business Industrial subcategory returning to their pre-revaluation contribution of 4.31% of total rates revenue, with Business rates reducing from 17.58% to 16.76%. The contribution from Mining rates has increased from 14% to 16% and Residential rates are unaffected by this adjustment.

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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	% of	% of Base			2022/23 Financial Year					% of	% of Base
Rating Category	Total Income	Rate In come	Land Value 2022/23	Total Property Count	Base Rate	Base Rate Income	Ad-Valore m	Ad-Valorem Income	Total Income	Total Income	Rate Income
Business	17.58%	15%	\$26,535,250	541	\$786	\$425,226	0.09083144	\$2,410,235	\$2,835,461	16.76%	15%
Business Industrial	5.49%	15%	\$12,680,200	71	\$1,540	\$109,340	0.04888147	\$819,827	\$729, 167	4.31%	15%
Residential	62.65%	49%	\$163,291,900	9436	\$550	\$5,189,800	0.03312683	\$5,409,343	\$10,599,143	62.65%	49%
Residential 1(a)	0.05%	49%	\$414,350	11	\$377	\$4,147	0.01040669	\$4,312	\$8,459	0.05%	49%
Residential Rural	0.07%	49%	\$1,234,800	11	\$528	\$5,808	0.00488712	\$6,035	\$11,843	0.07%	49%
Famland	0.00%	0%	\$0	0	\$0	\$0	0.000000000	\$0	\$0	0.00%	0%
Mining	14.00%	0%	\$24,000,000	2	\$0	\$0	0.11278683	\$2,706,884	\$2,706,884	16.00%	0%
MD Business	0.12%	22%	\$164,749	6	\$786	\$4,331	0.09083144	\$14,984	\$20,302	0.12%	21%
MD Residual	0.04%	45%	\$163,951	5	\$544	\$2,987	0.02305963	\$3,781	\$6,787	0.04%	44%
Totals	100.00%		\$228,485,200	10,083		\$5,741,638		\$11,175,380	\$16,918,025	100.0%	



Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

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Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan
2022 2023 inclusive of Draft Fees
and Charges 2022 2023

CHARGES – WASTE MANAGEMENT

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

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

The domestic waste management charge comprises two components:

- · Domestic waste usage charge
- Domestic waste administration fee

In 2022/2023, the proposed charge is \$301 per service and the administration fee is \$53 per each serviceable property. The domestic waste user charge is expected to generate \$2.85M and the administration fee \$0.50M, for a combined total of \$3.35M.

Charge	2021/22	2022/23	Increase %	Total Income
Domestic waste usage charge	\$291	\$301	3.4%	\$2.85M
Domestic waste administration fee	\$51	\$53	3.9%	\$0.50M

Council also levies charges under sections 501 and 502 of the *Local Government Act 1993* for the provision of waste management services to commercial customers. In 2022/2023, garbage removal charges for one Commercial Waste Service (three mobile garbage bins) is \$447 or one x 600 litre bin will be set at \$411 per property per annum, which is expected to generate \$198,000. An additional MGB service will be charged at \$159 per annum and an additional 600 litre bin at \$411.

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

Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan
2022 2023 inclusive of Draft Fees
and Charges 2022 2023

DEBT

DEBT MANAGEMENT

The amount of debt outstanding at 30 June 2023 is expected to be \$18.14M.

Council has borrowed funds for the following key projects:

•	Road Projects	\$1.5M
•	Regional Aquatic Centre	\$2.5M
•	Broken Hill Airport	\$0.5M
•	Information Technology	\$1.0M
•	Art Gallery Storage	\$0.6M
•	Infrastructure Renewal	\$10.0M

Economic Stimulus Community
Infrastructure (proposed) \$10.0M

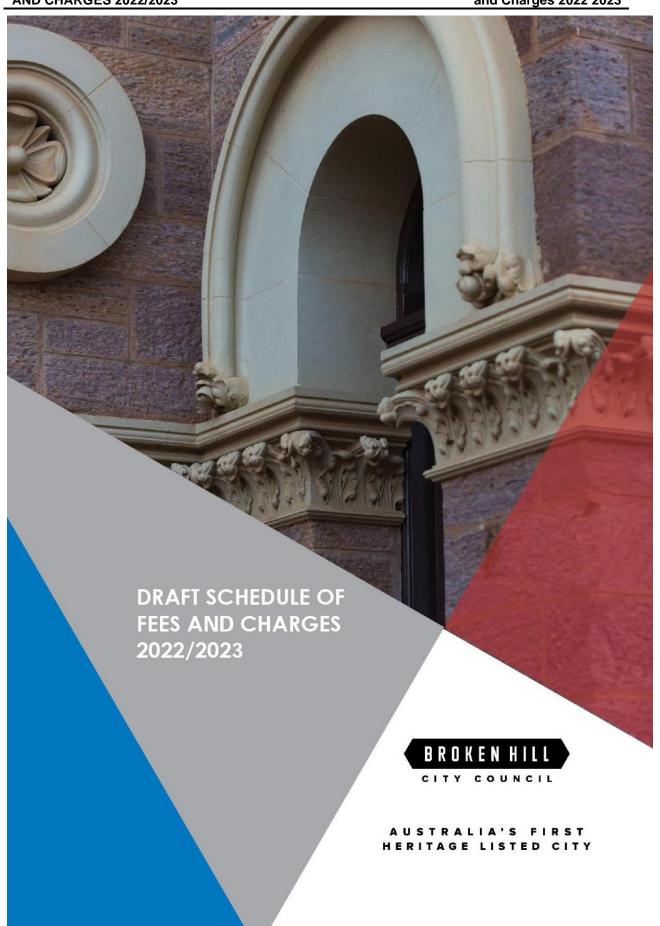
These loans have loan terms spanning 10-20 years with fixed interest rates of between 1.32% - 4.45% per annum.

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan
2022 2023 inclusive of Draft Fees
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ANNEXURE 1

SCHEDULE OF FEES AND CHARGES 2022/2023

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan
2022 2023 inclusive of Draft Fees
and Charges 2022 2023



QUALITY CONTROL						
REFERENCES	D22/22290	D22/22290				
KEY DIRECTION	4. Our Leadership					
OBJECTIVE	4.1 Openness and Transparend Making	cy in Decision				
STRATEGY	4.1.1 Support the organisation framework	to operate its legal				
RESPONSIBLE OFFICER	General Manager					
REVIEW DATE	July 2023					
COMPANY	Broken Hill City Council	Broken Hill City Council				
PHONE NUMBER	08 8080 3300					
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au					
DATE	ACTION	MINUTE NO.				
25 May 2022	Public Exhibition	46851/46861				
	Adopted by Council					
NOTES	Images sourced from Council'	s Image Library				
NOTES	© Copyright Broken Hill City Co	ouncil 2018				
	Draft Community Strategic Plan Your Broken Hill 2040					
ASSOCIATED DOCUMENTS	Draft Long Term Financial Plan 2023-2032 Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023					
	Draft Disability Inclusion Action	n Plan 2022-2026				

Attachment 1
Draft Delivery Program 2022-2026
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Schedule of Fees and Charges 2022/2023

Attachment 1
Draft Delivery Program 2022-2026
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GST Disclaimer

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

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

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

Schedule of Fees and Charges 2022/2023

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan
2022 2023 inclusive of Draft Fees
and Charges 2022 2023

Pricing Policy

The following pricing principles have been used by Council as a guide in setting charges. These pricing principles adhere to Council's Access and Equity Policy and are reflected in the accompanying Schedule of Fees and Charges for 2022/2023.

Pricing Principles and Basis Used by Council							
Pricing Principle	Pricing Basis						
 Community Service – Service provides a broad community benefit and therefore full cost recovery should not apply. Partial cost recovery could apply in some circumstances 	Zero to partial cost recovery						
 Cost Recovery – Service benefits particular users making a contribution to their individual income, welfare or profits generally without any broader benefits to the community 	Full cost recovery						
 Market Price – Services that Council operates in a commercial market 	Market Price						
Statutory – Charges set by Federal and State Government	Statutory						
Third Party – Services provided by another service provider apart from Council	Third Party						

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

Schedule of Fees and Charges 2022/2023

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

	KEY THEME 1 - OUR COMMUNITY							
	LIBRARY SERVICES							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)		
1	Charles Rasp Memorial Library							
1 - 1	Public computers	Community services	Each	No	\$ -	No Charge		
1 - 2	Internet usage	Community services	Each	No	\$ -	No Charge		
	Local history search - first 15 minutes free - fee from thereafter	Cost recovery	Per 30 minutes	Yes	\$ 2.27	\$ 25.00		
	Photographic reproductions - black and white (various sizes)	Cost recovery	Each	Yes	10%	POA		
1 - 5	Visitor membership - refundable deposit	Cost recovery	Each	Yes	\$1.82	\$ 20.00		
1 - 6	Visitor membership - administration fee	Cost recovery	Each	Yes	\$ 0.45	\$ 5.00		
	Replacement of lost library resource	Cost recovery	Each	Yes	10%	Actual Cost		
1 - 8	Replacement DVD/CD case	Cost recovery	Each	Yes	\$ 0.45	\$ 5.00		
1 - 9	Replacement talking book case	Cost recovery	Each	Yes	\$ 0.91	\$ 10.00		
1 - 10	Replacement Library card	Cost recovery	Each	Yes	\$ 0.27	\$ 3.00		
1 - 11	Historical booklets	Cost recovery	Each	Yes	10%	Upon Application		
1 - 12	Sale of books	Cost recovery	Each	Yes	10%	\$0.20 - \$20.00		
1 - 13	Computer printout - cemetery record	Cost recovery	Per page	Yes	\$ 0.02	\$ 0.20		
1 - 14	Printing/Photocopying (A4 - black and white) - self service	Cost recovery	Per page	Yes	\$ 0.05	\$ 0.50		
1 - 15	Printing/Photocopying (A4 - colour) - self service	Cost recovery	Per page	Yes	\$0.14	\$ 1.50		
1 - 16	Printing/Photocopying (A3 - black and white) - self service	Cost recovery	Per page	Yes	\$ 0.09	\$ 1.00		
1 - 17	Printing/Photocopying - (A3 - colour) - self service	Cost recovery	Per page	Yes	\$ 0.27	\$ 3.00		
1 - 18	Scanning - self service	Cost recovery	Per page	No		No Charge		
1 - 19	Microfiche/film reader - printout	Cost recovery	Per page	Yes	\$ 0.02	\$ 0.20		
1 - 20	Microfiche/film reader - printout (Not self/serve) - A4/A3	Cost recovery	Per page	Yes	\$ 0.09	\$ 1.00		
	Inter Library Loans (ILL) - fees charged by other Library plus actual postage - except for special needs services of State Library which are free eg foreign languages boxes.	Cost recovery	Per item	Yes	10%	POA		

	KEY THEME 1 - OUR COMMUNITY LIBRARY SERVICES							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)		
1 - 22	Meeting room hire	Community services	Per day	Yes	\$ 5.00	\$ 55.00		
1 - 23	Events and workshops	Community services	Per event	Yes	10%	POA		
	3-D printing - 1 hour (60 minutes) - includes setup costs and first hour of printing	Cost recovery	Per 60 Minutes	Yes	\$ 0.91	\$ 10.00		
1 - 25	3-D printing - each additional hour	Cost recovery	Per 60 Minutes	Yes	\$ 0.45	\$ 5.00		

	KEY THEME 1 - OUR COMMUNITY								
	ROADS	;							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
2	Permits – Road / Footpath								
2 - 1	Permit fee - Road/Footpath openings (plus restoration fee)	Cost recovery	Each	No	\$ -	\$105.00 plus Restoration fee			
2 - 2	Permit fee (Heavy Vehicle National Law)	Statutory	Each	No	\$ -	\$ 70.00			
2 - 3	Permit fee - conveyance of stormwater from property boundary to Council's drainage system where approved (plus restoration fee)	Statutory	Each	No	\$ -	\$25.00 plus Restoration fee			
2 - 4	Late fee - any permit not received within 14 days of required date	Cost recovery	Each	Yes	\$ 25.91	\$ 285.00			
2 - 5	Unauthorised openings (additional to permit fee)	Cost Recovery	Each	Yes	10%	\$135.00 plus Restoration fee			
2 - 6	Administration fee - cost recovery street closures	Cost recovery	Each	Yes	\$ 22.73	\$ 250.00			
2 - 7	Install road closures for cost recovery functions	Cost recovery	Each	Yes	10%	By quotation			
2 - 8	Heavy vehicle/over size limit permit - Reinstatement of infrastructure	Cost recovery	Each	Yes	10%	By quotation			
2 - 9	Deposit materials on footpaths	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 10	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) <15m ²	Private	Each	Yes	\$ 8.64	\$ 95.00			
2 - 11	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) >15m ²	Private	Each plus m²	Yes	10%	\$95.00 Plus \$10.00 per additional m2			
2 - 12	Construction of paving on public footpaths by cost recovery contractor (including driveways, dish crossings, footpaths)		Each	Yes	\$ 9.09	\$ 100.00			

	KEY THEME 1 - OUR COMMUNITY								
	ROADS								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
2 - 13	Application for suspension of alcohol free zone	Community Service	Each	Yes	\$ 11.36	\$ 125.00			
2	Restoration Bond Fees (in addition to Permit Fee)								
2 - 14	Heavy duty road pavements (regional roads) - road pavement	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 15	Medium/light duty pavements (local roads) - road pavement	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 16	Medium/light duty pavements (local roads) - unsealed pavement	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 17	Footpath/nature strip (min 1m²) - asphalt/hot mix	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 18	Footpath/nature strip (min 1m²) - plain concrete up to 100mm	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 19	Footpath/nature strip (min 1m²) - plain concrete over 100mm	Cost recovery	m²	Yes	10%	By quotation			
2 - 20	Footpath/nature strip (min 1m²) - pavers on concrete base	Cost recovery	m²	Yes	10%	By quotation			
2 - 21	Footpath/nature strip (min $1m^2$) - pavers on all other bases	Cost recovery	m²	Yes	10%	By quotation			
2 - 22	Footpath/nature strip (min 1m²) - grass/earth	Cost recovery	m²	Yes	10%	By quotation			
2 - 23	Footpath/nature strip (min 1m²) - turf	Cost recovery	m²	Yes	10%	By quotation			
2 - 24	Footpath/nature strip request for cracker dust (box out, provide materials and compact area)	Cost recovery	m²	Yes	10%	By quotation			
2 - 25	Footpath/nature strip request for loam. Council to cover 50% of total cost of loam only	Cost recovery	m²	Yes	10%	By quotation			
2 - 26	Driveways - concrete 120mm	Cost recovery	m²	Yes	10%	By quotation			
2 - 27	Driveways - concrete 200mm	Cost recovery	m²	Yes	10%	By quotation			

	KEY THEME 1 - OUR COMMUNITY								
	ROADS								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
2 - 28	Kerb and gutter including laybacks	Cost recovery	m²	Yes	10%	By quotation			
2 - 29	Saw cutting (road or footpath)	Cost recovery	m²	Yes	10%	By quotation			
2 - 30	Road carriageway and shoulders - asphalt seal	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 31	Road carriageway and shoulders - asphalt seal and road base	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 32	Road carriageway and shoulders - bitumen seal	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 33	Road carriageway and shoulders - bitumen seal and road base pavement	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 34	Road carriageway and shoulders - road base pavement with no seal	Cost recovery	Sq m	Yes	10%	By quotation			
2 - 35	Road surfacing (reinstatements only) jet patching (min 1m²)	Cost recovery	m²	Yes	10%	By quotation			
2 - 36	Road surfacing (reinstatements only) emulsion spraying - hand lance (min 10m²)	Cost recovery	m²	Yes	10%	By quotation			
2 - 37	Road surfacing (reinstatements only) sprayed bitumen sealing (min 1000m²)	Cost recovery	m²	Yes	10%	By quotation			
2 - 38	Unsealed road grading and maintenance	Cost recovery	m²	Yes	10%	By quotation			
2 - 39	Road - Line marking	Cost recovery	m²	Yes	10%	By quotation			
2	Traffic Control								
2 - 40	Abandoned vehicles - towing	Market price	Each	Yes	10%	Actual Cost plus 30%			
2 - 41	Abandoned vehicles - storage/impoundment fees	Cost recovery	Day	No	\$ -	\$ 15.00			
2 - 42	Abandoned vehicles - administration fee	Cost recovery	Each	Yes	\$ 25.00	\$ 275.00			

	KEY THEME 1 - OUR COMMUNITY ROADS							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)		
7 - 43	Escort fee - including removal of signs and reinstatements for wide loads	Cost recovery	Each	Yes	\$ 10.45	\$ 115.00		
7 - 44	Equipment for public functions/events - erection and removal of traffic control devices	Cost recovery	Each	Yes	10%	By quotation		
/ - 45	Design of traffic control plans - consultation, site inspection and drafting	Cost recovery	Plan	Yes	\$ 36.64	\$ 403.00		
2 - 46	Hire of traffic controllers	Cost recovery	Hour	Yes	\$ 6.36	\$ 70.00		
2 - 4/	Hire of traffic signs/equipment plus a \$50.00 refundable bond (per item)	Cost recovery	Day	Yes	\$ 1.64	\$20.00 plus \$50.00 refundable bond		
2 - 48	Replacement of damaged traffic signs/equipment (per item)	Cost recovery	Each	Yes	10%	By quotation		

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	KEY THEME 1 - OUR COMMUNITY								
	BUILDINGS AND	PROPERTY							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
3	Hire Fees – Parks								
3 - 1	Park hire fee (all parks excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve)	Cost recovery	Day	Yes	\$ 7.36	\$ 81.00			
3 - 2	Sturt Park Rotunda - casual community hire eg wedding ceremonies and pageants(exclusive use)	Cost recovery	Event	Yes	\$ 16.18	\$ 178.00			
3 - 3	Sturt Park Rotunda - business and private function hire no entry fees (exclusive use)	Cost recovery	Event	Yes	\$ 27.00	\$ 297.0			
3 - 4	Sturt Park playground BBQ area including adjacent table setting - half day (up to four hours) casual community hire only (non exclusive use)	Cost recovery	Half Day	Yes	\$ 3.27	\$ 36.00			
3 - 5	Sturt Park Playground BBQ area including adjacent table setting - full day - casual community hire only (non exclusive use)	Cost recovery	Day	Yes	\$ 5.36	\$ 59.0			
3 - 6	Sturt Park Playground undercover seating area - half day (up to four hours) casual community hire only (non exclusive use)	Cost recovery	Half Day	Yes	\$ 2.73	\$ 30.0			
3 - 7	Sturt Park Playground undercover seating area - full day - casual community hire only (non exclusive use)	Cost recovery	Day	Yes	\$ 4.27	\$ 47.0			
3 - 8	Sturt Park Playground open space area, near Beryl Street - half day (up to four hours) - casual community hire only (non exclusive use)	Cost recovery	Half Day	Yes	\$ 3.73	\$ 41.0			
3 - 9	Sturt Park Playground open space area - near Beryl Street - full day - casual community hire only (non exclusive use)	Cost recovery	Day	Yes	\$ 6.45	\$ 71.0			
3 - 10	Park - key deposit (refundable)	Cost recovery	Each	No	\$ -	\$ 35.0			
3 - 11	Duke of Cornwall Park - tennis court - day rate per court	Cost recovery	Hour	Yes	\$ 1.00	\$ 11.0			
3 - 12	Duke of Cornwall Park - tennis court - night rate per court	Cost recovery	Hour	Yes	\$ 1.45	\$ 16.0			
3	Hire Fees - Town Square								
	Power - key deposit (refundable)	Cost recovery	Each	No	\$ -	\$ 35.0			
	Town Square hire fee	Cost recovery	Per day	Yes	\$ 7.73	\$ 85.0			
3	Hire Fees - Halls								
3 - 15	Building - key deposit (refundable)	Cost recovery	Each	No	\$ -	\$ 35.0			

	KEY THEME 1 - OUR COMMUNITY						
	BUILDINGS AND	PROPERTY					
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)	
3 - 16	Aged Persons Rest Centre hire - half day (four hours)	Cost recovery	Half day	Yes	\$ 7.64	\$ 84.00	
3 - 17	Aged Persons Rest Centre hire - full day	Cost recovery	Day	Yes	\$ 15.18	\$ 167.00	
3 - 18	Aged Persons Rest Centre - regular casual hire (hourly rate up to maximum daily rate)	Cost recovery	Hour	Yes	\$ 2.27	\$ 25.00	
3 - 19	Aged Persons Rest Centre hire - charitable organisations - half day (four hours)	Cost recovery	Half day	Yes	\$ 5.09	\$ 56.00	
3 - 20	Aged Persons Rest Centre hire - charitable organisations - full day	Cost recovery	Day	Yes	\$ 10.18	\$ 112.00	
3	Casual Hiring - Risk Assessment Administrative Fee						
3 - 21	Casual hiring risk assessment administrative fee (minimum of \$63.00 based on the risk to be assessed by Council's Corporate Risk Coordinator)	Cost recovery	Each	Yes	\$ 5.73	\$ 63.00	
3	Cemetery						
3 - 22	Exclusive right of burial (required for all new casket and ashes burial)	Cost recovery	Each	Yes	\$ 75.73	\$ 833.00	
3 - 23	Exclusive right and work permit (spare)	Cost recovery	Each	Yes	\$ 75.73	\$ 833.00	
3 - 24	Exclusive right restoration of old graves (includes work permit) - graves older than 40 Years or prior to 1971	Cost recovery	Each	Yes	\$ 28.55	\$ 314.00	
3 - 25	Weekday interment of casket into new grave or existing grave	Cost recovery	Each	Yes	\$116.00	\$ 1,276.00	
3 - 26	Weekday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	Yes	\$ 36.64	\$ 403.00	
3 - 27	Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Subsequent after the first	Yes	\$ 18.36	\$ 202.00	
3 - 28	Weekday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	Yes	\$ 36.64	\$ 403.00	
3 - 29	Weekday interment of ashes (adult or child) - new plot	Cost recovery	Each	Yes	\$ 50.82	\$ 559.00	
3 - 30	Weekday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - new plot	Cost recovery	Subsequent after the first	Yes	\$ 25.45	\$ 280.00	
3 - 31	Saturday interment of casket into new grave or existing grave	Cost recovery	Each	Yes	\$172.91	\$ 1,902.00	
3 - 32	Saturday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	Yes	\$ 50.91	\$ 560.00	

KEY THEME 1 - OUR COMMUNITY **BUILDINGS AND PROPERTY** 2022/23 Fees GST Item No **Particulars Pricing Policy ID** Basis **GST** (inc GST) Saturday interment of subsequent set of ashes interred at same time Subsequent after Cost recovery Yes \$ 25.45 280.00 as initial set of ashes (adult or child) - existing grave or plot the first Saturday interment of casket, child into new grave (0-13yrs) 50.91 560.00 3 - 34 Cost recovery Each Yes - 35 Saturday interment of ashes (adult or child) - new plot 71.18 3 Cost recovery Each Yes 783.00 Saturday interment of subsequent set of ashes interred at same time Subsequent after 3 - 36 Cost recovery 35.55 391.00 \$ as initial set of ashes (adult or child) - new plot the first 962.00 3 - 37 Outside interment hours interment of casket - additional fee Cost recovery Each Yes 87.45 537.00 38 Outside interment hours interment of ashes - additional fee Cost recovery Each Yes 48.82 3 39 Oversize plot requested - additional fee Cost recovery Each Yes 21.9 241.00 Yes 162.00 40 Pre-selected spare grave - additional fee Cost recovery Each 14.73 162.00 3 Pre-selected spare niche - additional fee Yes - 41 Cost recovery Each 14.73 Reopen - slab removal for casket 37.09 408.00 42 Cost recovery Each Yes Yes 18.36 202.00 3 43 Reopen - slab removal for ashes Cost recovery Each Reopen for interment of ashes at the head end or foot end of a 202.00 3 Cost recovery Each Yes \$ 18.36 397.00 3 - 45 Vault reopen Cost recovery Each Yes 36.09 Work permit (required for any work conducted on site by a 3 Cost recovery Each \$ 18.36 202.00 Yes monumental mason) Hour or part Relocation within cemetery/exhumation Yes \$ 45.27 498.00 Cost recovery thereof Hour or part 3 Reopen for vacancy confirmation (charged if not vacant) Cost recovery Yes \$ 45.27 498.00 thereof ate interment notice for next day interment (Monday – Friday after. 3 Cost recovery Each Yes \$ 20.9 230.00 2pm, Saturday, Sunday, public holiday) Hour or part Search of cemetery records - minimum charge of \$15.00 \$ Cost recovery Yes 6.09 67.00 thereof

	KEY THEME 1 - OUR COMMUNITY							
	PARKS AND RECRE	ATIONAL FACILITIES						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)		
4	Alma Oval							
4 - 1	Alma Oval - day hire (set by \$355 Committee)	Third party	Day	Yes	10%	Set by S355 Committee		
4 - 2	Alma Oval - season hire (set by \$355 Committee)	Third party	Season	Yes	10%	Set by S355 Committee		
4 - 3	Alma Oval - with canteen	Third party	Day	Yes	\$ 22.82	\$ 251.00		
4 - 4	Alma Oval - without canteen	Third party	Day	Yes	\$ 19.55	\$ 215.00		
4 - 5	Alma Oval - canteen electrical (access canteen electrical appliances)	Third party	Day	Yes	\$ 5.91	\$ 65.00		
	Alma Public School	Third party	Year	Yes	\$ 47.36	\$ 521.00		
4 - 7	Broken Hill Football League	Third party	Year	Yes	\$ 83.91	\$ 923.00		
4 - 8	Broken Hill Cricket League	Third party	Game	Yes	10%	20% of gate takings or \$65.00 which ever is greater		
4 - 9	South Football Club	Third party	Year	Yes	\$ 167.00	\$ 1,837.00		
4	Bill Renfrew Sportsground							
4 - 10	West Football Club	Third party	Year	Yes	\$ 68.82	\$ 757.00		
4 - 11	Broken Hill All Breeds Obedience Dog Club	Third party	Year	Yes	\$ 41.73	\$ 459.00		
4 - 12	West Cricket Club	Third party	Year	Yes	\$ 34.91	\$ 384.00		
4 - 13	Other organisations/groups	Third party	Day	Yes	\$ 6.36	\$ 70.00		
4	E.T. Lamb Memorial Oval							
4 - 14	Broken Hill South Cricket Club - training two days on nets per week/season	Third party	Season	Yes	\$ 19.64	\$ 216.00		
	Softball club - training (once per week)	Third party	Season	Yes	\$ 8.36			
	Soccer club – training (once per week)	Third party	Season	Yes	\$ 8.36	\$ 92.00		
	Primary hardball cricket	Third party	Game	Yes	\$ 1.36	\$ 15.00		
4 - 18	Country Rugby League - junior training	Third party	Season	Yes	\$ 27.00	\$ 297.00		

KEY THEME 1 - OUR COMMUNITY PARKS AND RECREATIONAL FACILITIES GST 2022/23 Fees Item No **Particulars GST** Pricing Policy ID Basis (inc GST) Country Rugby League - senior training Third party Yes \$ 32.36 356.00 Season - 20 Third party Game Yes \$ 1.45 16.00 Country Rugby League - juniors competition \$ 3.18 35.00 4 - 21 Country Rugby League - seniors competition Third party Game Yes Memorial Oval - 22 Broken Hill Harness Racing Club - bar canteen rental Third party Month Yes \$ 32.55 358.00 Broken Hill Harness Racing Club - race meetings Night Yes \$ 98.73 1,086.00 4 - 23 Third party - 24 129.00 4 Trials - day Third party Each Yes \$ 11.73 25 Trials - night Third party Yes 26.91 296.00 Each \$ 4 26 Broken Hill Football League Third party Year Yes 81.36 895.00 Third party 2,764.00 27 Central Football Club (power additional) Year Yes \$ 251.27 28 Combined dog clubs Third party Day Yes \$ 20.9 230.00 29 SCPAA - Silver City Show - pre-show days (4) (power additional) Third party Yes \$ 17.9 197.00 Day 30 Yes 88.45 973.00 4 SCPAA - Silver City Show - show days (4) (power additional) Third party Day \$ SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins) 4 Set by \$355 10% - 31 Casual hire Each Yes Third party Committee 32 School carnivals - full day Third party Day Yes 20.36 224.00 13.73 33 School carnivals - half day (9am-12pm or 12pm-3pm) Third party Day Yes 151.00 34 33.36 367.00 Community events hire (no tickets or entry fees) Third party Day Yes \$ \$873 Hire fee plus Yes \$ 80.00 Commercial events hire (tickets and entry fees applicable) Third party Day 5% ticket sales Events bond (applicable to both community and commercial 36 Cost recovery event No \$ By quotation events) 4 - 37 Memorial Oval - advertising Cost recovery Each/per year Yes 64.09 705.00 Norm Fox Sporting Complex 800.00 38 Barrier District Cricket League 72.73 Third party Year Yes 38 0.27 Schools hire fee 3.00 Third party Person

KEY THEME 1 - OUR COMMUNITY PARKS AND RECREATIONAL FACILITIES GST 2022/23 Fees Item No **Particulars Pricing Policy ID** Basis **GST** (inc GST) 8.82 - 39 Special events – oval hire Third party Day Yes \$ 97.00 25.09 276.00 - 40 Special events – oval and clubrooms Third party Day Yes 4 - 41 Special events – juniors Third party Person Yes \$ 0.27 3.00 - 42 Teams training on oval (two hours one day/week/season) Third party Season Yes \$ 41.73 459.00 4 - 43 Bond - all organisations (refundable) Third party Season 11.36 125.00 Picton Sportsground Set by \$355 - 44 Oval - day hire (set by \$355 Committee) Third party Day 10% 4 Yes Committee Set by \$355 4 - 45 Season hire (set by \$355 Committee) Third party Season Yes 10% Committee **BIU Band Hall** - 46 BIU Band Inc Third party Year Yes \$ 61.82 680.00 Broken Hill Civic Orchestra Yes 3.27 36.00 - 47 Third party Niaht \$ 32.55 \$ 358.00 - 48 Hire fee (9am - 12pm) Third party Each Yes Hire fee (9am - 12pm) Small music functions - Less than 35 People Third party Each Yes \$ 7.18 79.00 4 50 Deposit (refundable Third party Each No \$ 118.00 - 51 Hire fee - prior day access (minimum two hours) Yes \$ 2.82 \$ Third party Hour 31.00 4 O'Neill Tennis Club - 52 Seniors Third party 4 Year Yes 10% 88.00 - 53 Concessions Third party Year Yes 10% 55.00 - 54 Family (2 Adults & 2 Children) Yes 10% 220.00 Third party Year 4 - 55 Juniors Third party Year Yes 10% 27.50 27.50 - 56 Yes 10% Associate Members Third party Year - 57 5.00 4 Court Hire Third party Per Player Yes 10% 58 Hall Hire exc public liability (Non-Members) Third party Per Day Yes 10% 400.00 59 Hall Hire exc public liability (Members) Third party 10% 130.00 Per Day

KEY THEME 1 - OUR COMMUNITY PARKS AND RECREATIONAL FACILITIES GST 2022/23 Fees Item No **Particulars** GST **Pricing Policy ID** Basis (inc GST) Third party Yes 30.00 - 60 Lights (Non-Members) Hour 10% 20.00 Lights (Members) Third party 10% - 61 Hour Yes Barbecue Hire (Non-Members) Third party 10% 130.00 - 62 Per Day Yes Barbecue Hire (Members) Third party Per Day Yes 10% No Charge

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DRAFT DELIVERY PROGRAM 2022-2026
INCORPORATING DRAFT OPERATIONAL PLAN
2022/2023, INCLUSIVE OF THE STATEMENT OF
REVENUE POLICY AND DRAFT SCHEDULE OF FEES
AND CHARGES 2022/2023

	KEY THEME 2 - OUR ECONOMY								
	ECONOMIC DEVELOPMENT & TOURISM								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
5	Visitor Information Centre								
5 - 1	Vehicle wash bay	Market price	Each	Yes	\$ 1.36	\$ 15.00			
	Showers (per shower)	Market price	Person	Yes	\$ 0.45	\$ 5.00			
5 - 3	Signage - display board (per sign) - large	Market price	Year	Yes	\$ 66.82	\$ 735.00			
5 - 4	Signage - display board (per sign) - small	Market price	Year	Yes	\$ 22.73	\$ 250.00			
5 - 5	Sales commission (accommodations, tours and attractions)	Market price	Sales	Yes		12% commission on sales			
5 - 6	Signage - display of pull up banner or digitial banner (per banner)	Market price	Year	Yes	\$ 43.18	\$ 475.00			
5	Film Broken Hill								
5 - 7	Film permit - processing fee (Not for profit/students)	Community service	Each	No	\$ -	No Charge			
5 - 8	Film permit - processing fee (Commercial Films)	Cost recovery	Each	Yes	\$ 13.64	\$ 150.00			
5 - 9	Film permit – road closures	Cost recovery	Each	Yes	10%	By Quotation			
5 - 10	Traffic management plan (per plan per location)	Cost recovery	Each	Yes	10%	By Quotation			
5 - 11	Film Administration Fee	Cost recovery	Each	Yes	\$ 10.00	\$ 110.00			
5	Banner Poles								
5 - 12	Banner Pole Flag Installation	Cost recovery	Each	Yes	10%	By Quotation			
5	Grant Application Assistance								
5 - 13	Grant application assistance fee	Cost recovery	Each	Yes	10%	New			
5 - 14	Grant application success fee	Cost recovery	5% of grant	Yes	10%	New			

Schedule of Fees and Charges 2022/2023 20 of 57

	KEY THEME 2 - OUR ECONOMY							
	EVENTS AND CO	NFERENCES						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)		
6	Civic Centre							
6 - 1	Organised conference - full package	Market price	Each	Yes	10%	POA		
	Full Civic Centre hire	Market price	8 hours	Yes	\$ 200.00	\$ 2,200.00		
6 - 3	Auditorium per day - 8 hours	Market price	8 hours	Yes	\$ 120.00	\$ 1,320.00		
	Auditorium half hall per day - 8 hours	Market price	8 hours	Yes	\$ 70.45	\$ 775.00		
6 - 5	Auditorium per hour	Market price	Hour	Yes	\$ 18.18	\$ 200.00		
6 - 6	Auditorium half hall per hour	Market price	Hour	Yes	\$ 16.82	\$ 185.00		
6 - 7	Community, charity and not for profit	Market price	Per hire fee	Yes	10%	30% Discount		
6 - 8	Government incl Schools	Market price	Per hire fee	Yes	10%	10% Discount		
6 - 9	Chips Rafferty Function Room (Ground Floor) per day - 8 hours	Market price	8 hours	Yes	\$ 25.45	\$ 280.00		
6 - 10	Chips Rafferty Function Room (Ground Floor) half day - 4 hours	Market price	4 hours	Yes	\$ 14.55	\$ 160.00		
6 - 11	Full first floor day rate	Market price	8 hours	Yes	\$ 80.91	\$ 890.00		
6 - 12	Full first floor half day rate - 4 hours	Market price	4 hours	Yes	\$ 50.45	\$ 555.00		
6 - 13	Function room 2 or 3 per day - 8 hours	Market price	8 hours	Yes	\$ 28.18	\$ 310.00		
6 - 14	Function room 2 or 3 half day - 4 hours	Market price	4 hours	Yes	\$ 16.18	\$ 178.00		
6 - 15	Function rooms 2 and 3 per day - 8 hours	Market price	8 hours	Yes	\$ 55.45	\$ 610.00		
6 - 16	Function room 2 and 3 half day - 4 hours	Market price	4 hours	Yes	\$ 30.45	\$ 335.00		
6 - 17	Function room hourly rate (outside of standard hire duration)	Market price	Hour	Yes	\$ 7.27	\$ 80.00		
6 - 18	Upstairs lounge hourly rate	Market price	Hour	Yes	\$ 7.73	\$ 85.00		
6 - 19	Change rooms	Market price	Perroom	Yes	\$ 1.82	\$ 20.00		
6 - 20	Kitchen usage	Market price	Per day	Yes	\$ 23.18	\$ 255.00		
6 - 21	Public holiday/weekend/night (6pm - 12am) surcharge	Market price	Per hire fee	Yes	10%	25% Surcharge		
6 - 22	Surcharge Catered booking (per day)	Market price	Per day	Yes	\$ 10.45	\$ 115.00		
6 - 23	Deposit to secure booking	Market price	Each	Yes	10%	25% of Quote		
6 - 24	Functions extending beyond contracted finishing time (hourly fee plus labour cost)	Market price	Hour	Yes	\$ 30.00	\$ 330.00		
6 - 25	Additional staff (per staff member)	Market price	Hour	Yes	\$ 5.18	\$ 57.00		
6 - 26	Additional staff (per staff member) Saturday, Sunday, public holidays	Market price	Hour	Yes	\$ 7.27	\$ 80.00		

	KEY THEME 2 - OUR ECONOMY							
	EVENTS AND	CONFERENCES						
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)		
6 - 27	Excess cleaning charge - Monday to Friday - 8am-6pm	Market price	Hour	Yes	\$ 7.27	\$ 80.00		
6 - 28	Excess cleaning charge Saturday, Sunday, public holidays	Market price	Hour	Yes	\$ 10.45	\$ 115.00		
6 - 29	Additional technical staff - Monday to Friday	Market price	Hour	Yes	\$ 8.18	\$ 90.00		
6 - 30	Additional technical staff Saturday, Sunday, public holidays	Market price	Hour	Yes	\$ 11.36	\$ 125.00		
6 - 31	Setup outside venue	Market price	Hour	Yes	\$ 5.18	\$ 57.00		
6 - 32	Setup outside venue (outside business hours)	Market price	Hour	Yes	\$ 7.27	\$ 80.00		
6 - 33	Merchandise sales	Market price	Event	Yes	10%	10% Gross		
6 - 34	Follow Spot	Cost recovery	Booking	Yes	10%	90 + operator hourly cost		
6 - 35	Dancefloor	Cost recovery	Booking	Yes	10%	\$114.00		
6 - 36	Civic Centre bar - commercial	Market price	Per event	Yes	10%	100% sales to Civic Centre		
6 - 37	Civic Centre bar - not-for-profit	Cost recovery	Per event	Yes	10%	50% profit to Civic Centre 50% profit to not-for-profit organisation		
6 - 38	Breakages	Market price	Each	Yes	10%	Actual Cost		
6 - 39	Testing and tagging of equipment	Market price	Per item	Yes	\$ 0.91	\$ 10.00		
6 - 40	Three phase power - external connection only	Market price	Per day	Yes	10%	At cost plus 12.5%		
6 - 41	Laptop computer (own Laptop)	Market price	Per day	Yes	\$ 5.00	\$ 55.00		
6 - 42	Data projector and screen - portable only	Market price	Per day	Yes	\$ 5.00	\$ 55.00		
6 - 43	Special external equipment hire (includes administration fee)	Market price	Per event	Yes	10%	Actual Cost plus 12.5%		
6 - 44	Streaming/data upload	Market price	Per day	Yes	\$ 9.09	\$ 100.00		
6 - 45	Civic Centre Video Conferencing	Market price	Hour	Yes	\$ 5.00	\$ 55.00		
6 - 46	Smoke machine	Market price	Session	Yes	\$ 4.09	\$ 45.00		
6 - 47	Steinway piano	Market price	Booking	Yes	\$ 25.00	\$ 275.00		
6 - 48	Tea and coffee service 1 - 50 people	Cost recovery	Booking	Yes	\$ 12.50	\$ 137.50		
6 - 49	Tea and coffee service 51 - 100 people	Cost recovery	Booking	Yes	\$ 20.00	\$ 220.00		

	KEY THEME 2 - OUR ECONOMY							
EVENTS AND CONFERENCES								
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)		
6 - 50	Tea, coffee and biscuits (continuous) 100 plus people	Cost recovery	Booking	Yes	10%	POA		
6 - 51	Plate Up Kitchen	Cost recovery	Booking	Yes	\$ 10.00	\$ 110.00		
6 - 52	Crockery Hire 1-50 people	Cost recovery	Booking	Yes	\$ 5.18	\$ 57.00		
6 - 53	Crockery Hire 51-100 people	Cost recovery	Booking	Yes	\$ 10.36	\$ 114.00		
6 - 54	Crockery Hire 100 plus people	Cost recovery	Booking	Yes	10%	POA		
6 - 55	Box Office Set Up	Cost recovery	Cost recovery	Yes	\$ 10.36	\$ 114.00		
6 - 56	Ticket commission Council venue	Market price	Ticket	Yes	10%	10% of ticket price		
6 - 57	Ticket commission non Council venue	Market price	Ticket	Yes	10%	12% of ticket price		
6 - 58	Ticket commission Not for Profit Organisation	Market price	Ticket	Yes	10%	5% of ticket price		
6 - 59	Ticket printing fee	Cost recovery	Ticket	Yes	10%	\$2.00		
6 - 60	Set Up & Design Window Projection - standard still images - Civic Centre Only	Market Display	Display	Yes	10%	\$180.00		
6 - 61	Set up & Design Window Projection - standard still images - Civic Centre and THF	Market Display	Display	Yes	10%	\$270.00		
6 - 62	Set Up & Design Window Projection - video/moving images - Civic Centre Only	Market Display	Display	Yes	10%	\$360.00		
6 - 63	Running Cost Window Projection - Civic Centre Only	Market Display	Display	Yes	10%	\$285.00		
6 - 64	Running Cost Window Projection - Civic Centre & THF	Market Display	Display	Yes	10%	\$342.00		

	KEY THEME 2 - OUR ECONOMY								
	AIRPORT								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
7	Airport Operations			1710		(inc cor)			
7 - 1	Landing and Passenger Charges: Regular Passenger Transport (RPT) operators that operate on a set timetable regularly landing in Broken Hill 7 - 1 more than twice in one week and where Airport facilities are made available to the operator and its passengers, including counter and baggage handling facilities.								
7 - 2	RPT Passenger Charges (arriving and departing). Special arrangements may apply by Council Resolution.	Cost Recovery	Person	Yes	10%	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)			
7 - 3	Up to 2500kg maximum take-off weight (MTOW) - account	Cost recovery	perlanding	Yes	\$ 1.73	\$ 19.00			
7 - 4	2501 kg to 5000kg maximum take-off weight (MTOW) - account	Cost recovery	pertonne	Yes	\$ 1.73	\$ 19.00			
7 - 5	5001kg to 15000kg MTOW - account	Cost recovery	per tonne	Yes	\$ 2.95	\$ 32.50			
7 - 6	15001kg plus MTOW	Cost recovery	per tonne	Yes	\$ 4.41	\$ 48.50			
7 - 7	Military aircraft	Cost recovery	per tonne	Yes	#####	Set by AAA			
7 - 8	Military helicopters	Cost recovery	per tonne	Yes	#####	Set by AAA			
7 - 9	Aero Club of Broken Hill (Aircraft owned by Aero Club of Broken Hill)	Community service	per tonne	Yes	10%	33% of Fee			
7 - 10	Operator offering pilot training as major part of operation	Community service	per tonne	Yes	10%	33% of Fee			

KEY THEME 2 - OUR ECONOMY							
AIRPORT							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)	
	Aircraft performing circuits - one landing fee per three touchdowns or part thereof - Landings must be on the same day	Community service	Three landings	Yes	10%	Aircraft performing circuits – one landing fee per three touchdowns or part thereof. Landings must be on the same day	
7 - 12	Aircraft deployed by Emergency Services (excl RFDS) responding to emergency	Community service	per tonne	Yes	10%	No Charge	
7 - 13	Aircraft deployed by Little Wings for medical patient transport	Community service	per tonne	Yes	10%	No Charge	
7 - 14	Aircraft deployed by Angel Flight for medical patient transport	Community service	pertonne	Yes	10%	No Charge	
7 - 15	Hire of pilots meeting room (minimum for two hours) excluding pilots engaged in RPT	Community service	per hour	Yes	\$ 3.45	\$ 38.00	
7 - 16	Hire of pilots meeting room by pilots engaged in RPT	Community service	per hour	Yes	10%	No Charge	
7 - 17	Airport Reporting Officer supervision airside	Cost recovery	per hour	Yes	\$11.82	\$ 130.00	
7 - 18	Airport Reporting Officer supervision airside outside normal operating hours, weekends, public holidays	Cost recovery	per hour	Yes	\$ 23.64	\$ 260.00	
	Royal Flying Doctor Service	Community service	pertonne	Yes	10%	50% of Fee	
7 - 20	Annual Landing Fee for GA Aircraft under 2500kg MTOW for Broken Hill LGA Residents. Unlimited Landings (Private Use Only)	Cost recovery	Year	Yes	10%	\$ 200.00	

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	KEY THEME 2 - OUR ECONOMY						
	AIRPORT						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)	
7	Aircraft Parking Area						
7 - 21	Aircraft parking allotments – exclusive of landing fees	Cost recovery	Month	Yes	\$ 4.41	\$ 48.50	
7 - 22	Non-commercial operator's parking allotments – inclusive of landing fees	Cost recovery	Month	Yes	\$ 7.36	\$ 81.00	
7	Car Parking Hire (Secure car park)						
7 - 23	Permanent space (per space)	Cost recovery	Month	Yes	\$ 6.23	\$ 68.50	
7 - 24	Casual space (per space)	Cost recovery	Day	Yes	\$ 0.95	\$ 10.50	
7	Car Parking (Unsecured parking in Public car park)						
7 - 25	First Three Hours	Cost recovery	Per Period	Yes		Free	
7 - 26	Three to Five Hours	Cost recovery	Per Period	Yes	\$ 0.59	\$ 6.50	
7 - 27	Five plus hours	Cost recovery	Per Day	Yes	\$ 0.95	\$ 10.50	
7 - 28	Two plus Days	Cost recovery	Per Period	Yes	10%	\$10 first day \$6 for each subsequent day	
7 - 29	Long Term Permit	Cost recovery	Per annum	Yes	\$ 52.27	\$ 575.00	
7	Airport Terminal Building Advertising - External (Must be tourism linked)						
7 - 30	Signage 2.4m x 1.2m	Market price	Year	Yes	10%	POA	

	KEY THEME 3 - OUR ENVIRONMENT						
LIVING DESERT							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)	
8	General Admission						
8 - 1	Adult (each)	Cost recovery	Per visit	Yes	\$ 0.55	\$ 6.00	
8 - 2	Concession (pensioners, student, seniors card, groups)	Community service	Per visit	Yes	\$ 0.55	\$ 6.00	
8 - 3	Child under 5 years	Community service	Per visit	No		No Charge	
8 - 4	Family with children	Cost recovery	Per visit	Yes	\$ 2.00	\$ 22.00	
8	Annual Passes						
8 - 5	Residents pass (each adult)	Cost recovery	Per person per year	Yes	\$ 2.00	\$ 22.00	
8 - 6	Residents pass - concession (each)	Community service	Per person per year	Yes	\$ 1.64	\$ 18.00	
8	Primitive Camping						
8 - 7	Site fee - adult (each) per night	Cost recovery	Person	Yes	\$ 0.91	\$ 10.00	
8 - 8	Site fee - child under 1 6 years (each) per night	Community service	Person	Yes	\$ 0.45	\$ 5.00	
8 - 9	Entry device deposit (refundable)	Cost recovery	Each	Yes	\$ 4.55	\$ 50.00	
8	Function Hire						
8 - 10	Up to 100 persons	Cost recovery	Function	Yes	10%	\$118 plus entry fee for each attendee	
8 - 11	101 - 250 persons	Cost recovery	Function	Yes	10%	\$291 plus entry fee for each attendee	
8 - 12	251 persons and above	Cost recovery	Function	Yes	10%	\$577 plus entry fee for each attendee	
8 - 13	Application for Public Liability Insurance Cover (Cost Recovery functions only) Note: This cover does not apply to incorporated bodies, sporting clubs or associations	Cost recovery	Function	Yes	\$ 5.73		
8 WILLYAMA COMMON							
8	Pounding and Impounding						
	Driving fee	Cost recovery	Beast	No	\$ -	\$ 20.00	
8 - 15	Impoundment fee	Cost recovery	Beast	No	\$ -	\$ 30.00	

	KEY THEME 3 - OUR ENVIRONMENT						
LIVING DESERT							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	CST	2022/23 Fees (inc GST)	
8 - 16	Release fee	Cost recovery	Beast	No	\$ -	\$ 30.00	
	Deterrent fee	Cost recovery	Beast	No	\$ -	\$ 40.00	
	Total cost per beast \$110.00 - one beast represents one horse or cow and equivalent to ten sheep or goats	Cost recovery	Beast	No	\$ -	\$ 110.00	
8 - 19	Sustenance fee	Cost recovery	Beast	Yes	10%	Actual Cost	

	KEY THEME 3 - OUR ENVIRONMENT PLANNING.DEVELOPMENT AND COMPLIANCE								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
10	Fees for development applications—other than State significant development	pment							
10 - 1	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated cost up to \$5,000	Statutory	Each	No	\$ -	\$ 129.00			
10 - 2	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated cost between \$5,001 and \$50,000	Statutory	Each	No	\$ -	\$198.00 plus \$3.00 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000			
10 - 3	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with anestimated cost between \$50,001 and \$250,000	Statutory	Each	No	\$ -	\$412.00 plus \$3.64 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$50,000			
10 - 4	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated cost between \$250,001 and \$500,000	Statutory	Each	No	\$ -	\$1,356.00 plus \$2.34 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000			

	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE									
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)				
10 - 5	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated cost between \$500,001 and \$1,000,000	Statutory	Each	No	\$ -	\$2,041.00 plus \$1.64 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000				
10 - 6	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with anestimated cost between \$1,000,001 and \$10,000,000	Statutory	Each	No	\$ -	\$3,058.00 plus \$1.44 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million				
10 - 7	DA for development other than 10-8 or 10-9 involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated cost more than \$10,000,000	Statutory	Each	No	\$ -	\$18,565.00 plus \$1.19 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million				
10 - 8	DA fee for development for the purpose of one or more advertisements - but only if this fee exceeds the fee that would be payable under items 10-1 to 10-7	Statutory	Each	No	\$ -	\$333.00 for one advertisement, plus \$93.00 for each additional advertisement				
10 - 9	Development application for development involving the erection of a dwelling house with an estimated cost of \$100,000 or less (Note: this includes rebuilding, making alterations, enlargement or extension, or placing or relocating a dwelling)	Statutory	Each	No	\$ -	\$ 532.00				

	KEY THEME 3 - OUR ENVIRONMENT								
		PLANNING, DEVELOPMENT A	ND COMPLIANCE						
ltem	No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)		
10 -	10	DA involving subdivision, other than strata subdivision, involving the opening of a public road	Statutory	Each	No	\$ -	\$777.00 plus \$65.00 for each additional lot created by subdivision		
10 -	11	DA involving subdivision, other than strata subdivision, not involving the opening of a public road	Statutory	Each	No	\$ -	\$386.00 plus \$53.00 for each additional lot created by subdivision		
10 -	12	DA involving strata subdivision	Statutory	Each	No	\$ -	\$386.00 plus \$65.00 for each additional lot created by subdivision		
10 -	13	DA fee	Statutory	Each	No	\$ -	\$ 333.00		
10		Additional fees for development applications—other than State significant development							
10 -	14	Additional fee for DA for integrated development	Statutory	Each	No	\$ -	\$164.00 payable to Council, plus \$374.00 payable to approval body		
10 -	15	Additional fee for DA for development requiring concurrence, other than if concurrence is assumed under Environmental Planning and Assessment Regulation 2021, section 55	Statutory	Each	No	\$ -	\$164.00 payable to Council, plus \$374.00 payable to concurrence body		
10 -	16	Additional fee for DA for designated development	Statutory	Each	No	\$ -	\$ 1,076.00		

	KEY THEME 3 - OUR ENVIRONMENT								
	PLANNING,DEVELOPMENT AN	ND COMPLIANCE							
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
10 - 17	Additional fee for DA that is referred to design review panel for advice Note: This fee must be refunded if the development is not referred to a design review panel	Statutory	Each	No	\$ -	\$ 3,508.00			
10 - 18	Additional fee for giving of notice for designated development Note: Any part of this fee that is not spent in giving the notice must be refunded	Statutory	Each	No	\$ -	\$ 2,596.00			
10 - 19	Additional fee for giving of notice for nominated integrated development, threatened species development or Class 1 aquaculture development Note: Any part of this fee that is not spent in giving the notice must be refunded	Statutory	Each	No	\$ -	\$ 1,292.00			
10 - 20	Additional fee for giving of notice for prohibited development Note: Any part of this fee that is not spent in giving the notice must be refunded	Statutory	Each	No	\$ -	\$ 1,292.00			
10 - 21	Additional fee for giving of notice for other development for which a community participation plan requires notice to be given Note: a maximum of \$1292.00 may be collected for this purpose, however any part of this fee that is not spent in giving the notice must be refunded.	Statutory	Each	No	\$ -	\$ 150.00			
10 - 22	DA fee - lodgement of plans at Essential Water	Cost recovery	Each	Yes	10%	\$92.40 plus Essential Water Fee			
10 - 23	Amendment of Local Environmental Plan (LEP) (including rezoning)	Statutory	Each	No	\$ -	\$5,105.00 plus Actual Cost			
10	Fees for modification of development consents—other than State significant development								
10 - 24	Modification application under s4.55(1) - minor error, misdescription or miscalculation	Statutory	Each	No	\$ -	\$ 83.00			

	KEY THEME 3 - OUR ENVIRONMENT								
Item No	PLANNING,DEVELOPMENT AF Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
10 - 25	Modification application under s4.55(1A) or s4.56(1) - that involves, in Council's opinion, minimal environmental impact	Statutory	Each	No	\$ -	Lesser of \$754.00 OR 50% of fee for original application			
10 - 26	Modification application under s4.55(2) or s4.56(1) that does not, in Council's opinion, involve minimal environmental impact, if the fee for the original development application was: a) less than \$100, OR b) \$100 or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building	Statutory	Each	No	\$ -	50% of fee for original application			
10 - 27	Modification application under s4.55(2) or s4.56(1) that does not, in Council's opinion, involve minimal environmental impact, if: (a) the fee for the original development application was \$100.00 or more, AND (b) the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less	Statutory	Each	No	\$ -	\$ 222.00			
10 - 28	Modification application under section 4.55(2) or 4.56(1) that does NOT involving minimal environmental impact, if original application fee was \$100.00 or more, other than item 10-26 or 10-27, with an estimated cost of development of up to \$5,000	Statutory	Each	No	\$ -	\$ 64.00			
10 - 29	Modification application under section 4.55(2) or 4.56(1) that does NOT involving minimal environmental impact, if original application fee was \$100.00 or more, other than item 10-26 or 10-27, with an estimated cost of development of \$5,001-\$250,000	Statutory	Each	No	\$ -	\$99.00, plus \$1.50 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000			

	KEY THEME 3 - OUR ENVIRONMENT								
ltem No	PLANNING,DEVELOPMENT AN Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
10 - 30	Modification application under section 4.55(2) or 4.56(1) that does NOT involving minimal environmental impact, if original application fee was \$100.00 or more, other than item 10-26 or 10-27, with an estimated cost of development of \$250,000-\$500,000	Statutory	Each	No		\$585.00, plus \$0.85 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000			
10 - 31	Modification application under section 4.55(2) or 4.56(1) that does NOT involving minimal environmental impact, if original application fee was \$100.00 or more, other than item 10-26 or 10-27, with an estimated cost of development of \$500,000-\$1,000,000	Statutory	Each	No	- ₩	\$833.00, plus \$0.50 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000			
10 - 32	Modification application under section 4.55(2) or 4.56(1) that does NOT involving minimal environmental impact, if original application fee was \$100.00 or more, other than item 10-26 or 10-27, with an estimated cost of development of \$1,000,001-\$10,000,000	Statutory	Each	No	- ₩	\$1,154.00, plus \$0.40 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million			
10 - 33	Modification application under section 4.55(2) or 4.56(1) that does NOT involving minimal environmental impact, if original application fee was \$100.00 or more, other than item 10-26 or 10-27, with an estimated cost of development of more than \$10,000,000	Statutory	Each	No	+	\$5,540.00, plus \$0.27 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million			

	KEY THEME 3 - OUR ENVIRONMENT PLANNING DEVELOPMENT AND COMPLIANCE								
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
10 - 34	Additional fee for modification application if notice of application is required to be given under the Act, section 4.55(2) or 4.56(1) Note: Any part of this fee that is not spent in giving the notice must be refunded	Statutory	Each	No	\$ -	\$778			
10 - 35	Additional fee for modification application that is accompanied by statement of qualified designer	Statutory	Each	No	\$ -	\$ 889.00			
10 - 36	Additional fee for modification application that is referred to design review panel for advice	Statutory	Each	No	\$ -	\$ 3,508.00			
10	Fees for reviews								
10 - 37	Application for review under the Act, section 8.3 that relates to a DA not involving the erection of a building, the carrying out of a work or the demolition of a work or building	Statutory	Each	No	\$ -	50% of fee for original DA			
10 - 38	Application for review under the Act, section 8.3 that relates to a DA involving the erection of a dwelling house with an estimated cost of \$100,000 or less	Statutory	Each	No	\$ -	\$ 222.00			
10 - 39	Application for review under the Act, section 8.3 that relates to a DA, not referred to in item 10-37 or 10-38 for development with an estimated cost of up to \$5,000	Statutory	Each	No	\$ -	\$ 64.00			
10 - 40	Application for review under the Act, section 8.3 that relates to a DA, not referred to in item 10-37 or 10-38 for development with an estimated cost between \$5001 and \$250,000	Statutory	Each	No	\$ -	\$100.00, plus \$1.50 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000			
10 - 41	Application for review under the Act, section 8.3 that relates to a DA, not referred to in item 10-37 or 10-38 for development with an estimated cost between \$250,001 and \$500,000	Statutory	Each	No	\$ -	\$585.00, plus \$0.85 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000			

	KEY THEME 3 - OUR ENVIRONMENT								
	PLANNING, DEVELOPMENT AN	ID COMPLIANCE		007		0000/02 5-			
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
10 - 42	Application for review under the Act, section 8.3 that relates to a DA, not referred to in item 10-37 or 10-38 for development with an estimated cost between \$500,001 and \$1,000,000	Statutory	Each	No	+	\$833.00, plus \$0.50 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000			
10 - 43	Application for review under the Act, section 8.3 that relates to a DA, not referred to in item 10-37 or 10-38 for development with an estimated cost between \$1,000,001 and \$10,000,000	Statutory	Each	No	\$	\$1,154.00, plus \$0.40 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million			
10 - 44	Application for review under the Act, section 8.3 that relates to a DA, not referred to in item 10-37 or 10-38 for development with an estimated cost more than \$10,000,000	Statutory	Each	No	\$ -	\$5,540.00, plus \$0.27 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million			
10 - 45	Application for review of decision to reject and not determine a DA under the Act, section 8.2(1)(c) if the estimated cost of development is is less than \$100,000	Statutory	Each	No	\$ -	\$ 64.00			
10 - 46	Application for review of decision to reject and not determine a DA under the Act, section 8.2(1)(c) if the estimated cost of development is between \$100,000 and \$1,000,000	Statutory	Each	No	\$ -	\$ 175.00			
10 - 47	Application for review of decision to reject and not determine a DA under the Act, section 8.2(1)(c) if the estimated cost of development is more than \$1,000,000	Statutory	Each	No	\$ -	\$ 292.00			

	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE								
ltem No	Particulars Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
10	FEES FOR CERTIFICATION WORK								
10	Certification Work Category 1: Class 10 building up to 120m2 floor area and up to 8m in height, with no internal dividers/walls, not involving any performance solutions								
10 - 48	Category 1 CC Package-Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 2 critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 60.00	\$ 660.00			
10 - 49	Category 1 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 2 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 80.00	\$ 880.00			
10 - 50	Application for a Construction Certificate relating to a Category 1 building	Market price	Each	Yes	\$ 40.00	\$ 440.00			
10 - 51	Application for a Complying Development Certificate relating to a Category 1 building	Market price	Each	Yes	\$ 50.00	\$ 550.00			
10 - 52	Appointment of Council as Principal Certifier for development relating to a Category 1 building	Market price	Each	Yes	\$ 15.00	\$ 165.00			
10 - 53	Application for an Occupation Certificate relating to a Category 1 building	Market price	Each	Yes	\$ 15.00	\$ 165.00			
10 - 54	Critical Stage inspection of Category 1 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 11.00	\$ 121.00			
10	Certification Work Category 2: A new class 1 building not involving any performance solutions								
10 - 55	Category 2 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 5 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$120.00	\$ 1,320.00			

	KEY THEME 3 - OUR ENV PLANNING,DEVELOPMENT AI					
ltem No	Particulars Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)
10 - 56	Category 2 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 5 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$140.00	\$ 1,540.00
10 - 57	Application for a Construction Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 70.00	\$ 770.00
10 - 58	Application for a Complying Development Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 90.00	\$ 990.00
10 - 59	Appointment of Council as Principal Certifier for development relating to a Category 2 building	Market price	Each	Yes	\$ 20.00	\$ 220.00
10 - 60	Application for an Occupation Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 20.00	\$ 220.00
10 - 61	Critical Stage inspection of Category 2 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 11.00	\$ 121.00
10	Certification Work Category 3: Alteration or additions to an existing class 1 building that is NOT BASIX affected and does not involve any performance solutions OR Any Class 10 building not in Category 1 that does not involve any performance solutions					
10 - 62	Category 3 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 85.00	\$ 935.00
10 - 63	Category 3 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$ 105.00	\$ 1,155.00
10 - 64	Application for a Construction Certificate relating to a Category 3 building	Market price	Each	Yes	\$ 50.00	\$ 550.00

	KEY THEME 3 - OUR ENVIRONMENT								
	PLANNING,DEVELOPMENT AN	ND COMPLIANCE							
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
10 - 65	Application for a Complying Development Certificate relating to a Category 3 building	Market price	Each	Yes	\$ 70.00	\$ 770.00			
10 - 66	Appointment of Council as Principal Certifier for development relating to a Category 3 building	Market price	Each	Yes	\$ 15.00	\$ 165.00			
10 - 67	Application for an Occupation Certificate relating to a Category 3 building	Market price	Each	Yes	\$ 20.00	\$ 220.00			
10 - 68	Critical Stage inspection of Category 3 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 11.00	\$ 121.00			
10	Certification Work Category 4: Additions or alterations to an existing Class 1 dwelling that is BASIX affected development, but does not involve any performance solutions.								
10 - 69	Category 4 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$100.00	\$ 1,100.00			
10 - 70	Category 4 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 3 Critical stage inspections, and 1 Occupation certificate application	Market price	Each	Yes	\$120.00	\$ 1,320.00			
10 - 71	Application for a Construction Certificate relating to a Category 4 building	Market price	Each	Yes	\$ 70.00	\$ 770.00			
10 - 72	Application for a Complying Development Certificate relating to a Category 4 building	Market price	Each	Yes	\$ 90.00	\$ 990.00			
10 - 73	Appointment of Council as Principal Certifier for development relating to a Category 4 building	Market price	Each	Yes	\$ 20.00	\$ 220.00			
10 - 74	Application for an Occupation Certificate relating to a Category 4 building	Market price	Each	Yes	\$ 20.00	\$ 220.00			
10 - 75	Critical Stage inspection of Category 4 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 11.00	\$ 121.00			

AND CHARGES 2022/2023

PLANNING.DEVELOPMENT AND COMPLIANCE 2022/23 Fees GST Item No **Particulars Pricing Policy ID** Basis **GST** (inc GST) Certification Work Category 5: A new Class 1 dwelling AND a detached Class 10a 10 shed/garage/carport patio, neither involving any performance solutions Category 5 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and 10 76 Each \$170.00 1.870.00 Market price Up to 7 Critical stage inspections, and 2 Occupation certificate applications (1 for the dwelling, 1 for the Category 4 CDC Package-includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and 10 - 77 Market price Each \$ 200.00 2,200.00 Up to 7 Critical stage inspections, and 2 Occupation certificate applications (1 for the dwelling, 1 for the loutbuildina) Additional application for an Occupation Certificate relating to a 10 -78 Market price Each Yes \$ 20.00 220.00 Category 5 development Additonal critical Stage inspection of Category 5 development 10 -\$ 11.00 121.00 Market price Each where Council is the Principal Certifier Certification Work Category 6: Any development not fitting into categories 1-5. This includes: 10 -All Class 2-9 development Any building that invovles a performance solution Note: All swimming pools require a performance solution for P2.4.4 Application for a Constructon Certificate relating to a category 6 80 Market price Each \$ 400.00 \$ 4,400.00 10 -Yes buildina Application for a Complying Development Certificate relating to a 10 81 Market price Each Yes \$550.00 6,050.00 Category 6 building Appointment of Council as Principal Certifier for development 82 10 Each Yes \$100.00 1,100.00 Market price relating to a Category 6 building

KEY THEME 3 - OUR ENVIRONMENT

	KEY THEME 3 - OUR ENVIRONMENT							
	PLANNING, DEVELOPMENT AI	ND COMPLIANCE						
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)		
10 - 83	Application for an Occupation Certificate relating to a Category 6 development	Market price	Each	Yes	\$100.00	\$ 1,100.00		
10 - 84	Critical Stage inspection of Category 6 development where Council is the Principal Certifier	Market price	Each	Yes	\$160.00	\$ 1,760.00		
	Note: Category 6 will be reviewed with a view to reducing prices as soon as practicable. These fees reflect the current cost to Council of providing these services.							
10	Other Certification work fees							
10 - 85	Application for an Occupation Certificate for a change of building use, where no building works were carried out as part of the development and the resulting building is a Class 1 or Class 10 building that involves no performance solutions	Market price	Each	Yes	\$ 20.00	\$ 220.00		
10 - 86	Application for an Occupation Certificate for a change of building use where no building works were carried out as part of the devleopment, other than where item 10-85 applies	Market price	Each	Yes	\$ 550.00	\$ 6,050.00		
10 - 87	Compliance Certificate relating to a Class 1 or 10 building that does not incorporate any performance solutions (minimum 2 hours)	Market price	Per hour or part hour	Yes	\$ 12.18	\$ 134.00		
10 - 88	Site inspection under s139 of Environmental Planning and Assessment Regulation 2021 or s16 Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021 for proposed class 1 or 10 development not involving a performance solution, where Council is not the certifer with the relevant application	Market price	Each	Yes	\$ 20.00	\$ 220.00		
0 - 89	Critical Stage inspection of Class 1 or 10 buildings not involving a performance solution, where Council is not the Principal Certifier for the development	Market price	Each	Yes	\$ 14.36	\$ 158.00		
10	OTHER - PLANNING, BUILDING AND COMPLIANCE							
10	Subdivision Certificate (SC)							
10 - 90	Subdivision Certificate (LGA Act) - 1 - 10 lots	Market price	Each	Yes	\$ 10.91	\$ 120.00		
10 - 91	Subdivision Certificate (LGA Act) - more than 10 lots	Market price	Each	Yes	\$ 15.09	\$ 166.00		

Schedule of Fees and Charges 2022/2023 41 of 57

		KEY THEME 3 - OUR ENV Planning.development at					
lter	m No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)
10		Registration of Certificate by private certifier					
10 -	92	Certificate registration fee	Statutory	Each	Yes	\$ 3.27	\$ 36.00
10		Planning Certificates - Section 10.7 (formerly Section 149)					
10 -	94	Application for planning certificate under the Act, section 10.7(1) (formerly Section 149 (2))	Statutory	Each	No	\$ -	\$ 62.00
10 -	93	Additional fee if planning certificate includes advice under the Act, section 10.7(5) (formerly Section 149 (5))	Statutory	Each	No	\$ -	\$ 94.00
10 -	94	Additional fee if Planning Certificate required urgently	Cost recovery	Each	Yes	\$ 8.18	\$ 90.00
10 -	95	Planning certificate administration charge upon cancellation of application	Cost recovery	Each	Yes	10%	50% of application fee
10 -	96	Provision of certified copy of a document, map or plan under the Act, section 10.8(2)	Statutory	Each	No	\$ -	\$ 62.00
10		Building Information Certificate Fees					
10 -	97	Application for Building Information Certificate relating to a Class 1 building or a class 10 building	Statutory	Each	No	\$ -	\$ 250.00
10 -	98	Application for Building Information Certificate relating to part of a building that consists of an external wall only or does not otherwise have a floor area	Statutory	Each	No	\$ -	\$ 250.00
10 -	99	Application for Building Information Certificate relating to a class 2-9 building were the floor area of the building or part does not exceed 200 square metres	Statutory	Each	No	\$ -	\$ 250.00
10 -	100	Application for Building Information Certificate relating to a class 2-9 building were the floor area of the building or part is between 200m ² and 2,000 m ²	Statutory	Each	No	₩	\$250.00, plus \$0.50 for each square metre, or part square metre, by which the floor area exceeds 200 square metres

	KEY THEME 3 - OUR ENVIRONMENT PLANNING.DEVELOPMENT AND COMPLIANCE									
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)				
10 - 101	Application for Building Information Certificate relating to a class 2-9 building were the floor area of the building or part exceeds 2,000 square metres	Statutory	Each	No	+	\$1,165.00. plus \$0.10 per square meter, or part square metre by which the floor area exceeds 2,000 square metres				
10 - 102	Application for a Building Information Certificate relating to a Class 2 building that comprises 2 dwellings only	Statutory	Each	No	\$ -	\$250.00				
10 - 103	Additional fee for application for Building Information Certificate relating to development that required development consent, but development consent was not obtained, and the applicant is person responsible for the development	Statutory	Each case	No	- ₩	The fee that would be payable if the application were a Development Application				
10 - 104	Additional fee for application for Building Information Certificate relating to development that required a Construction Certificate, but a Construction Certificate was not obtained, and the applicant is person responsible for the development	Statutory	Each case	No	\$ -	The fee that would be payable if the application were a an application to Council for a Construction Certificate				
10 - 105	Additional fee for Building Information Certificate where more than one inspection is necessary	Statutory	Each application	No	\$ -	\$ 90.00				
10 - 106	Certificates as to Notices / Orders Application for for a certificate as to whether there are any outstanding notices issued by the council in respect of land Fees for Applications under section 68 of the Local Government Act 19	Cost recovery	Each	No	\$ -	\$ 80.00				
10 - 107	Application to install manufactured home, or other moveable dwelling (includes two inspections)	Cost recovery	Each	No	\$ -	\$ 880.00				

	KEY THEME 3 - OUR ENV					
ltem No	PLANNING, DEVELOPMENT AN Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)
10 - 108	Additional Inspection for Manufactured home, moveable dwelling or associated structure	Cost recovery	Each	No	\$ -	\$ 121.00
10 - 109	Part C2 or C3 - Place waste/waste storage container in a public place other than a road	Cost recovery	\$100 per application and \$20 per week or part thereof	No	\$ -	\$100 per application and \$20 per week or part thereof
10 - 110	Part E1 - Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway	Cost recovery	\$50 per annum	No	\$ -	\$ 50.00
10 - 111	Part E2 - Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	Cost recovery	\$50 per annum	No	\$ -	\$ 50.00
10 - 112	Part F2 and 3 - Operate a caravan park/camping ground or manufactured home estate	Cost recovery	\$250 per application (approval valid for 5 years)	No	\$ -	\$ 400.00
10 - 113	Amusement devices - small devices	Statutory	Each	No	\$ -	Exempt under cl75 Local Government (General) Regulation 2021
10 - 114	Amusement devices - application fee for approval	Cost recovery	Each	No	\$ -	\$ 54.00
10 - 115	Application to install septic system (includes registration)	Cost recovery	Each	No	\$ -	\$ 288.00
10 - 116	Application to install aerated wastewater treatment system (includes registration)	Cost recovery	Each	No	\$ -	\$ 349.00
10 - 117	Amended application to install septic or AWTS	Cost recovery	Each	No	\$ -	\$ 92.00
10 - 118	Onsite sewerage management inspections - low, medium and high categories	Cost recovery	Each	No	\$ -	\$ 123.00
10 - 119	Application to register a septic tank, AWTS, or onsite water treatment	Cost recovery	Each	No	\$ -	\$ 41.00

		KEY THEME 3 - OUR ENV					
	_	PLANNING,DEVELOPMENT AN			GST		2022/23 Fees
Itei	m No	Particulars	Pricing Policy ID	Basis	Y/N	GST	(inc GST)
10		Swimming Pools					
10 -	120	First inspection since person became owner, or since a certificate of compliance ceased to be valid	Statutory	Each	No	\$ -	\$ 150.00
10 -	121	Any or all subsequent inspections since person became owner, or since a certificate of compliance ceased to be valid	Statutory	Each	No	\$ -	\$ 100.00
10 -	122	Application for exemption - \$22 Swimming Pools Act 1992	Statutory	Each	No	\$ -	\$ 250.00
10 -	123	Registration - S30B Swimming Pools Act 1992	Statutory	Each	No	\$ -	\$ 10.00
10 -	124	Public pool registration fee - S35(2) Public Health Act 2010	Statutory	Each	No	\$ -	\$ 100.00
10 -	125	Public Swimming Pool Inspection - Public Health Act 2010	Cost recovery	Each	No	\$ -	\$ 90.00
10 -	126	Swimming Pool Safety signage (CPR Charts)	Cost recovery	Each	Yes	\$ 2.45	\$ 27.00
10		Registered Premises					
10 -	127	Food premises inspection	Cost recovery	Hour or part thereof	Yes	\$ 10.00	\$ 110.00
10 -	128	Inspection - animal establishments (including pet food shops)	Cost recovery	Each	Yes	\$ 10.00	\$ 110.00
10 -	129	Inspection - boarding and lodging house	Cost recovery	Hour or part thereof	Yes	\$ 10.00	\$ 110.00
10 -	130	Inspection - hawkers, street vendors	Cost recovery	Each	Yes	\$ 5.00	\$ 55.00
10 -	131	Inspection - skin penetration, acrylic nails, tattooing	Cost recovery	Hour or part thereof	Yes	\$ 10.00	\$ 110.00
10 -	132	Inspection - jamboree, pop festival etc	Cost recovery	Hour or part thereof	Yes	\$ 5.00	\$ 55.00
10 -	133	Inspection - caravan park	Cost recovery	Hour or part thereof	Yes	\$ 10.00	\$ 110.00
10 -	134	Inspection fee - construction for food premises (where no DA required) (hourly rate - minimum fee - pro rata thereafter)	Cost recovery	Hour or part thereof	Yes	\$ 10.00	\$ 110.00
10 -	135	Cooling tower inspection	Cost recovery	Hour or part thereof	Yes	\$ 10.00	\$ 110.00
10 -	136	Inspection - mortuary and crematorium	Cost recovery	Hour or part thereof	Yes	\$ 10.00	\$ 110.00
10 -	137	Inspection - footpath restaurants (includes administration charges for public liability follow ups) (annual charge per setting)	Cost recovery	Year	Yes	\$ 10.00	\$ 110.00

DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2022/2023, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2022/2023
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	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE							
Iter	m No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)	
10		Administration Charges						
10 -	138	Search of building/development records (minimum fee ½ hour)	Cost recovery	Hour	Yes	\$ 6.73	\$ 74.00	
10 -	139	Copy of building plans (architect consent required)	Cost recovery	Each	Yes	10%	\$110 plus copying charges	
10 -	140	Permanent road closure application	Cost recovery	Each	Yes	\$ 200.00	\$ 2,200.00	
10 -	141	Local Environmental Plan (LEP) (bound copies)	Cost recovery	Each	Yes	10%	POA	
10 -	142	Local Environmental Plan maps	Cost recovery	Each	Yes	10%	POA	
10		Companion Animals: (Exemptions as in Section 9 of the Companion Ar	nimals Regulation 19	99)				
10 -	143	Registration Fee - Dog - desexed	Statutory	Each	No	\$ -	\$ 69.00	
10 -	144	Registration Fee - Dog - not desexed or not desexed before 6 mths of age	Statutory	Each	No	\$ -	\$ 234.00	
10 -	145	Registration Fee - Dog owned by an eligible pensioner - desexed	Statutory	Each	No	\$ -	\$ 29.00	
10 -	146	Registration Fee - Dog kept by a recognised breeder for breeding purposes	Statutory	Each	No	\$ -	\$ 69.00	
10 -	147	Registration Fee - Animal kept at the premises of an accredited research establishment under the A <i>nimal Research Act 1985</i> for the purposes of animal research in accordance with the Act	Statutory	Each	No	\$ -	Free	
10 -	148	Registration Fee - greyhound formerly registered under the Greyhound Racing Act 2002 (Retired/pet greyhounds - same as dogs)	Statutory	Each	No	\$ -	Free	
10 -	149	Registration Fee - animals classified as assistance animal (fees payable on declassification)	Statutory	Each	No	\$ -	Free	

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		KEY THEME 3 - OUR ENV					
Iten	n No	PLANNING, DEVELOPMENT AN Particulars	Pricing Policy ID	Basis	GST	GST	2022/23 Fees
10 -	150	Registration Fee - animals in service of State instrumentality	Statutory	Each	Y/N No	\$ -	(inc GST) Free
10 -		Registration Fee - Desexed dog sold by eligible pound or shelter	Statutory	Each	No	\$ -	Free
10 -	152	Annual Permit Fee - restricted breed	Statutory	Each	No	\$ -	\$ 206.00
10 -	153	Annual Permit Fee - declared dangerous	Statutory	Each	No	\$ -	\$ 206.00
10 -	154	Dog offences and penalties	Statutory	Each	No	\$ -	As per regulations
10 -	155	Compliance check on a Dangerous/Restricted dog enclosure	Statutory	Each	NO	\$ -	\$ 150.00
10 -	156	Registration Fee - Cat - desexed	Statutory	Each	No	\$ -	\$ 59.00
10 -	157	Registration Fee - Cat - not desexed or not desexed before 4 mths of age	Statutory	Each	No	\$ -	\$ 59.00
10 -	158	Registration Fee - Cat owned by an eligible pensioner	Statutory	Each	No	\$ -	\$ 29.00
10 -	159	Registration Fee - Desexed cat sold by eligible pound or shelter	Statutory	Each	No	\$ -	Free
10 -	160	Registration Fee - cat desexed or not desexed kept by a recognised breeder	Statutory	Each	No	\$ -	\$ 59.00
10 -	161	Annual Permit Fee - cat not desexed or not desexed before 4 mths of age	Statutory	Each	No	\$ -	\$ 85.00
10		Broken Hill Animal Shelter					
10 -	162	Daily sustenance fee (not applicable if animal is microchipped and registered and collected on the same day)	Cost recovery	Day	No	\$ -	\$ 25.00
10 -	163	Release fee (not applicable if animal is microchipped and registered and collected on the same day)	Cost recovery	Day	No	\$ -	\$ 19.00
10 -	164	Daily sustenance fee for dangerous/aggressive dogs	Cost recovery	Day	No	\$ -	\$ 32.00
10 -	165	Release fee for dangerous/aggressive dogs	Cost recovery	Day	No	\$ -	\$ 32.00
10 -	166	Impound fee - (administration charge)	Cost recovery	Each	No	\$ -	\$ 30.00
10 -	167	Surrender fee - \$100 per animal or litter	Cost recovery	Each or litter	No	\$ -	\$ 100.00
10 -	168	Microchipping fee - external agent	Cost recovery	Each	No	\$ -	\$ 20.00
10 -	169	Micro-chipping of companion animal by Council ranger	Community services	Each	No	\$ -	\$ 13.00
10 -	170	Veterinary Fees	Cost recovery	Each	No	\$ -	External veterinarian fee

	KEY THEME 3 - OUR ENVIRONMENT PLANNING, DEVELOPMENT AND COMPLIANCE								
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
10 - 171	Adoption fee	Cost recovery	Each	No	\$ -	\$20.00 plus registration and desexing, vaccination from an external agency			
10 - 172	Release to rescue	Community services	Each	No	\$ -	No Charge			
10 - 173	Call out fee for dog attacks after hours to be charged to owner, or complainant, in the event of false dog attack claim	Cost recovery	Each	No	\$ -	\$ 310.00			

	KEY THEME 3 - OUR ENVIRONMENT						
	CULTURAL SEI	RVICES					
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)	
11	Albert Kersten Mining & Minerals Museum						
11 - 1	Admission - Gold Coin Donation	Community Service	Each	No	\$ -	Entry by donation	
11 - 2	Hire Fee - Albert Kersten Mining & Minerals Museum - Exhibition Hall	Cost recovery	Day	Yes	10%	POA	
11	Broken Hill Regional Art Gallery						
11 - 3	Admissions - (donation box available)	Community Service	Each	No	\$ -	Entry by donation	
11 - 4	Membership - One year adult	Cost recovery	Each	Yes	\$ 3.82	\$ 42.00	
11 - 5	Membership - Two year adult	Cost recovery	Each	Yes	\$ 6.82	\$ 75.00	
11 - 6	Membership - One year family with children under 18 years	Cost recovery	Year	Yes	\$ 7.27	\$ 80.00	
11 - 7	Membership - Two year family with children under 18 years	Cost recovery	Year	Yes	\$ 12.73	\$ 140.00	
11 - 8	Membership - Student and concession	Cost recovery	Year	Yes	\$ 2.91	\$ 32.00	
11 - 9	Membership - Two year student and concession	Cost recovery	Year	Yes	\$ 5.45	\$ 60.00	
11 - 10	Membership - Sponsorship Package	Cost recovery	Each	Yes	10%	POA	
11 - 11	The Pro Hart Outback Art Prize - Entry fee	Community Service	Entry	Yes	\$ 4.09	\$ 45.00	
11 - 12	Hire Fees - Gallery photographic	Cost recovery	Each	Yes	10%	POA	
11 - 13	Hire Fees - Piano hire (Kawai GL20 Grand Piano)	Cost recovery	Each	Yes	\$ 5.91	\$ 65.00	
11 - 14	Hire Fees - Artist shed - community groups by application	Cost recovery	Hour	Yes	\$ 0.91	\$ 10.00	
11 - 15	Hire Fees - Artist shed - commercial by application	Cost recovery	Hour	Yes	\$ 1.82	\$ 20.00	
11 - 16	Hire Fees - Artist shed package	Cost recovery	Hour	Yes	10%	POA	
11 - 17	Chair hire - Per chair	Cost recovery	Each	Yes	\$ 0.18	\$ 2.00	
11 - 18	Hire Fees - Urn, crockery and cutlery	Cost recovery	Each	Yes	\$ 2.73	\$ 30.00	
11 - 19	Gallery hire - Minimum 3 hours during business hours, includes one casual staff member	Cost recovery	Per hour	Yes	\$ 9.09	\$ 100.00	
11 - 20	Gallery hire - Minimum 3 hours outside of business hours, includes one casual staff member	Cost recovery	Per hour	Yes	\$ 13.64	\$ 150.00	
11 - 21	Gallery hire package	Cost recovery	Event	Yes	10%	POA	

	KEY THEME 3 - OUR ENVIRONMENT						
	CULTURAL SERVICES						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)	
11 - 22	Sale of artwork on commission	Market price	Artwork	Yes	10%	33%	
11 - 23	Postage on artwork freight	Cost recovery	Artwork	Yes	10%	Actual Cost	
11 - 24	Hire Fees - Use of audio visual equipment	Cost recovery	Each	Yes	\$ 8.64	\$ 95.00	

	KEY THEME 3 - OU	R ENVIRONMENT				
	WASTE MAN	NAGEMENT				
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)
12	Waste Delivered to Broken Hill Waste Management Facility			1/N		(INC GST)
	Radioactive material cannot be disposed of in Broken Hill					
	Mixed waste, household waste, builders waste, mining waste exclud	ling specific category	waste listed belov	v (mini	mum \$10 c	charge):
12 - 1	Car/Station Wagon/MGB	Cost recovery	Per Load	Yes	\$ 0.91	
	Van/Ute/Trailer up to 7ft by 5ft, Level Load	Cost recovery	Per Load	Yes	\$ 1.36	\$ 15.00
12 - 3	Van/Ute/Trailer up to 7ft by 5ft, Heaped Load	Cost recovery	Per Load	Yes	\$ 1.82	\$ 20.00
	Vehicle/Trailer greater than 1 Tonne Capacity (Excl Skip Bins)	Cost recovery	Per Tonne	Yes	\$ 5.64	\$ 62.00
12 - 5	Mixed waste from outside Broken Hill Local Government Area	Cost recovery	Per Tonne	Yes	\$ 15.91	\$ 175.00
	Specific Category Waste					
12 - 6	Commingled Recyclables	Cost recovery	Per Load	No	\$ -	Free
12 - 7		Cost recovery	Per Load	No	\$ -	Free
12 - 8	Ferrous (iron or steel)	Cost recovery	Per Load	No	\$ -	Free
12 - 9	Greenwaste (Up to 1 Tonne)	Cost recovery	Per Load	No	\$ -	Free
12 - 10	Greenwaste (Greater Than 1 Tonne)	Cost recovery	Per Tonne	Yes	\$ 1.82	\$ 20.00
12 - 11	Wood, Trees or timber	Cost recovery	Per Tonne	Yes	\$ 1.82	\$ 20.00
12 - 12	Bricks or concrete (Greater than 1 tonne)	Cost recovery	Per Tonne	Yes	\$ 3.64	\$ 40.00
12 - 13	Unsorted construction and demolition waste	Cost recovery	Per Tonne	Yes	10%	\$ 225.00
12 - 14	Mattresses	Cost recovery	Each	Yes	\$ 1.36	\$ 15.00
12 - 15	Mattresses / Mattress Base Double/Queen King	Cost recovery	Each	Yes	10%	\$ 20.00
12 - 16	Oil	Cost recovery	Per Tonne	Yes	\$ 3.27	\$ 36.00
12 - 17	Soil (not contaminated or VENM)	Cost recovery	Per Tonne	No		Free
12 - 18	Soil Contaminated	Cost recovery	Per Tonne	Yes	\$ 29.18	\$ 321.00
12 - 19	Asbestos (N220)	Cost recovery	Per Tonne	Yes	\$ 42.27	\$ 465.00
12 - 20	Asbestos (N220) from outside Broken Hill Local Government Area	Cost recovery	Per Tonne	Yes	10%	\$ 549.00
12 - 21	Tyre - Passenger Vehicle/Motorcycle/Scooter	Cost recovery	Each	Yes	\$ 0.91	\$ 10.00
12 - 22	Tyre - Truck	Cost recovery	Each	Yes	\$ 1.36	\$ 15.00
	Tyre - Truck	Cost recovery	Each	Yes	\$ 2.27	\$ 25.00
12 - 24	Tyres - Bulk	Cost recovery	Per Tonne	Yes	\$ 37.64	\$ 414.00
	Loader, tractor or mining tyres will not be accepted.					

	KEY THEME 3 - OUR ENVIRONMENT								
	WASTE MANA	GEMENT							
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)			
12 - 25	Offal/meat products/bones	Cost recovery	Per Tonne	Yes	\$ 7.27	\$ 80.00			
12 - 26	Dead animals - large	Cost recovery	Per animal	Yes	\$ 5.27	\$ 58.00			
12 - 27	Dead animals - medium	Cost recovery	Per animal	Yes	\$ 2.45	\$ 27.00			
12 - 28	Dead animals - Small	Cost recovery	Per animal	Yes	\$ 0.64	\$ 7.00			
12 - 29	Broken Hill Hospital - (FWLHD) - disposal up to 70 x 10 litre bags	Cost recovery	Week	Yes	\$ 29.64	\$ 326.00			
12 - 30	Broken Hill Hospital - (FWLHD) - disposal each additional 10 bags or part thereof	Cost recovery	Week	Yes	\$ 6.64	\$ 73.00			
12 - 31	Sewerage/Sludge/Grease trap Waste/Mud (prior arrangement only)	Cost recovery	Tonne	Yes	\$ 2.09	\$ 23.00			
12 - 32	Vehicle Tare Weight (Ticket with weight supplied)	Cost recovery	Service	Yes	\$ 2.09	\$ 23.00			
12	Waste Services								
12 - 33	Garbage removal - Domestic Administration S496	Cost recovery	Year	No	\$ -	\$ 53.00			
12 - 34	Garbage removal - Domestic per bin \$502	Cost recovery	Year	No	\$ -	\$ 301.00			
12 - 35	Garbage removal - Commercial three MGBs	Cost recovery	Year	No	\$ -	\$ 447.00			
12 - 36	Garbage removal - Commercial 600 Litre Bin	Cost recovery	Year	No	\$ -	\$ 411.00			
12 - 37	Garbage removal - Cardboard 600 Litre Bin	Cost recovery	Year	No	\$ -	\$ 411.00			
12 - 38	Garbage removal - Commercial (additional MGB)	Cost recovery	Year	No	\$ -	\$ 159.00			
12 - 39	Trade Waste Lease (per bin) Plus Trade Waste Service Fee	Cost recovery	Year	Yes	\$ 61.27	\$ 674.00			
12 - 40	Trade Waste - Trade Waste Service (Single Bin) – 1.5m³	Cost recovery	Service	Yes	\$ 5.18	\$ 57.00			
12 - 41	Trade Waste - Trade Waste Service (Single Bin) – 2m³	Cost recovery	Service	Yes	\$ 5.45	\$ 60.00			
12 - 42	Trade Waste - Trade Waste Service (Single Bin) – 3m³	Cost recovery	Service	Yes	\$ 5.82	\$ 64.00			
12 - 43	Trade Waste - Trade Waste Service (Multiple Bins) – 1.5m³	Cost recovery	Service	Yes	\$ 4.64	\$ 51.00			
12 - 44	Trade Waste - Trade Waste Service (Multiple Bins) – 2m³	Cost recovery	Service	Yes	\$ 5.18	\$ 57.00			
12 - 45	Trade Waste - Trade Waste Service (Multiple Bins) – 3m³	Cost recovery	Service	Yes	\$ 5.45	\$ 60.00			
12 - 46	Trade Waste - Mobile Garbage Bins (MGBs) only available when commercial service is not a viable option - Collection is weekly only	Cost recovery	Service	Yes	\$ 0.64	\$ 7.00			
12 - 47	Special Trade Waste Service - single bin hire rate per week or part thereof	Cost recovery	Service	Yes	\$ 19.36	\$ 213.00			

	KEY THEME 3 - OUR ENVIRONMENT						
	WASTE MANAGEMENT						
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)	
12 - 48	Special Trade Waste Service - single bin hire rate per month or part thereof	Cost recovery	Service	Yes	\$ 25.27	\$ 278.00	
12 - 49	Special Trade Waste Service - single bin service rate – per service	Cost recovery	Service	Yes	\$ 5.91	\$ 65.00	
12 - 50	Special Trade Waste Service - cleaning fee per bin	Cost recovery	Service	Yes	\$ 6.91	\$ 76.00	
12 - 51	Cardboard collection/additional service/per service (600 litre bin)	Cost recovery	Service	Yes	\$ 3.18	\$ 35.00	
12 - 52	Trade Waste - service fee (cardboard collection) - 2m³	Cost recovery	Service	Yes	\$ 4.27	\$ 47.00	
12 - 53	Trade Waste - service fee (cardboard collection) - 3m ³	Cost recovery	Service	Yes	\$ 4.64	\$ 51.00	
12 - 54	Paper shredding - hourly rate	Cost recovery	Service	Yes	\$ 11.09	\$ 122.00	
12 - 55	Major - community events (St Pats, Ag-Fair, etc) including supply and servicing of up to 10 dumper bins and up to 100 MGBs	Cost recovery	Service	Yes	\$ 323.36	\$ 3,557.00	
12 - 56	Minor - community events including supply and servicing of a maximum of five dumper bins and 50 MGBs	Cost recovery	Service	Yes	\$ 193.45	\$ 2,128.00	
12 - 57	Other community events including provision of MGBs and dumper bins	Cost recovery	Service	Yes	10%	By Quotation	
12 - 58	Chemical toilet - S502 annual fee (domestic entitled to one pump service/month)	Cost recovery	Year	Yes	\$ 138.09	\$ 1,519.00	
12 - 59	Chemical toilet - special pump out services	Cost recovery	Each	Yes	\$ 11.73	\$ 129.00	
12 - 60	Placement of container/skip bins on public spaces - annual permit	Cost recovery	Service	Yes	\$ 175.27	\$ 1,928.00	
12 - 61	Use of machinery and labour for excavation, stockpiling and providing cover	Cost recovery	Hour	Yes	\$ 35.55	\$ 391.00	
12 - 62	MGB Replacement Charge - Garden Organics Green Bio Insert (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	Yes	\$ 7.00	\$ 77.00	
12 - 63	MGB Replacement Charge (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	Yes	\$ 6.64	\$ 73.00	
12 - 64	MGB Additional Service Charge	Cost recovery	Service	Yes	10%	\$ 27.00	

	KEY THEME 4 - OUR LEADERSHIP						
POLICY, PLANNING AND ADMINISTRATION							
ltem No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)	
13	Access to Information - Government Information (Public Access) Act						
13 - 1	Access to Information - Application Fee	Statutory	Each	No	\$ -	\$ 30.00	
13 - 2	Access to Information - Processing Fee	Statutory	Hour	No	\$ -	\$ 30.00	
13 - 3	Access to Information - Processing Fee (non personal infromation after the first 20 hours)	Statutory	Hour	No	\$ -	\$ 30.00	
13 - 4	Access to Information - Advance Deposit of Processing Fee (requested where Council estimates processing fees will be significant)	Statutory	Each	No	\$ -	Up to 50% of estimated processing fee	
13 - 5	Access to Information - Internal Review	Statutory	Each	No	\$ -	\$ 40.00	
13 - 6	Amendment of Records	Statutory	Each	No	\$ -	No charge	
13	71 of the GIPA A Facsimile, Photocopier, Printer and Scanner Fees	Act					
13 - 7	Fax Received	Cost recovery	Page	Yes	\$ 0.09	\$ 1.00	
13 - 8	Fax Sent (first page)	Cost recovery	Page	Yes	\$ 0.18	\$ 2.00	
13 - 9	Fax Sent (subsequent page)	Cost recovery	Page	Yes	\$ 0.09	\$ 1.00	
13 - 10	Photocopying Fee: A4 - Black and White	Cost recovery	Page	Yes	\$ 0.09	\$ 1.00	
13 - 11	Photocopying Fee: A4 - Colour	Cost recovery	Page	Yes	\$ 0.18	\$ 2.00	
13 - 12	Photocopying Fee: A3 - Black and White	Cost recovery	Page	Yes	\$ 0.27	\$ 3.00	
	Photocopying Fee: A3 - Colour	Cost recovery	Page	Yes	\$ 0.36	\$ 4.00	
13 - 14	Printing Fee: A4 - Black and White	Cost recovery	Page	Yes	\$ 0.09	\$ 1.00	
13 - 15	Printing Fee: A4 - Colour	Cost recovery	Page	Yes	\$ 0.18	\$ 2.00	
13 - 16	Printing Fee: A3 - Black and White	Cost recovery	Page	Yes	\$ 0.27	\$ 3.00	
	Printing Fee: A3 - Colour	Cost recovery	Page	Yes	\$ 0.36	\$ 4.00	
	Printing Fee: Microfilm	Cost recovery	Page	Yes	\$ 0.18	\$ 2.00	
13 - 19	Scanning Fee	Cost recovery	Page	Yes	\$ 0.09	\$ 1.00	
13	FINANCIAL SERVICES						
13 - 20	Supply copy Tax Invoice/Rates Notice	Cost recovery	Each	Yes	\$ 0.95	\$ 10.50	

	KEY THEME 4 - OUR LEADERSHIP						
POLICY, PLANNING AND ADMINISTRATION							
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)	
13	Rates (Properties)						
	Section 603 Certificate	Statutory	Each	No	\$ -	\$ 85.00	
13 - 22	Section 603 Certificate - Urgent Fee (additional to normal fee)	Cost recovery	Each	Yes	\$ 5.00	\$ 55.00	
13 - 23	Search Fee - Searching of old records for ownership/location of land for personal records (minimum ½ hour charge)	Cost recovery	Hour	Yes	\$ 6.91	\$ 76.00	
13 - 24	Enquiry - Search of Rights of Way (and ownership of old records and additional to Search Fee)	Cost recovery	Each	Yes	10%	\$75 plus LPI Search Fee	
13 - 25	Property Search with printouts - Solicitor/Financial Institution (includes e-mailing or faxing of document)	Cost recovery	Each	No	\$ -	\$ 66.00	
13 - 26	Interest on Unpaid Rates and Charges	Statutory	Year	No	\$ -	6.0%	
13 - 27	Refund on Rates Overpayment (where Council is not the cause for the credit balance on an assessment)	Cost recovery	Each	No	\$ -	\$ 17.00	
13 - 28	Payment Dishonour Fee - direct debit	Cost recovery	Each	No	\$ -	\$ 17.00	
13 - 29	Payment Dishonour Fee - Australia Post	Cost recovery	Each	No	\$ -	\$ 28.00	
13 - 30	Payment Dishonour Fee - cheque	Cost recovery	Each	No	\$ -	\$ 22.00	
13 - 31	Administration Fee for Sale of Land for Unpaid Rates	Cost recovery	Each	Yes	10%	\$ 1,646.00	
13 - 32	Debt Recovery	Cost recovery	Each	No	\$ -	Actual Cost	
13	13 Hire Fees						
13 - 33	Council Chambers - Full Day	Cost recovery	Day	Yes	\$ 34.09	\$ 375.00	
13 - 34	Additional Service surcharge (Meeting room/Council Chamber) (additional to Hire Fee)	Cost recovery	Each	Yes	\$ 5.00	\$ 55.00	
13	Subpoenas and Summons						
13 - 35	Subpoenas - research and supply of information	Cost Recovery	Each	Yes	10%	Actual Cost	
13 - 36	Summons	Cost Recovery	Each	Yes	10%	Actual Cost	

BROKEN HILL REGIONAL AQUATIC CENTRE

Admission Fees

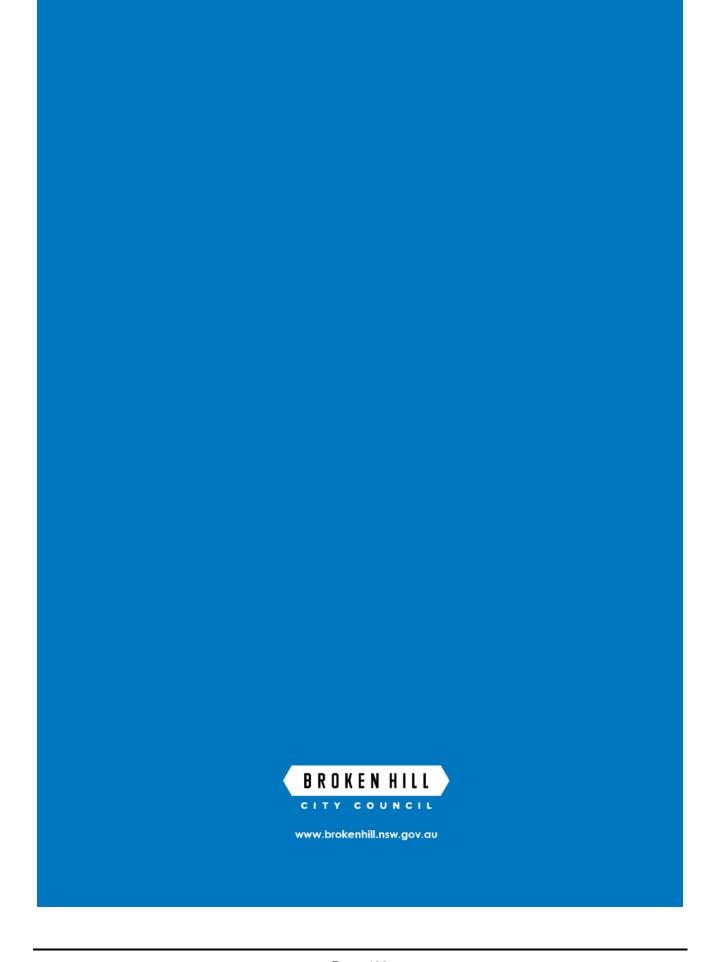
Recreational Swimming

Refer to YMCA Broken Hill Regional Aquatic Centre website: http://www.ymcansw.org.au/centres/broken-hill-regional-aquatic-centre/join-now/

Item No	Particulars	Pricing Policy ID	Basis	GST Y/N		GST	2022/23 Fees (inc GST)
14							
14 - 1	Persons aged 4 years and over	Third Party	Each	Yes	\$	0.46	\$ 5.10
14 - 2	Aqua Aerobics Casual Visit	Third Party	Each	Yes	\$	0.75	\$ 8.20
14 - 3	Aqua Aerobics Pensioner	Third Party	Each	Yes	\$	0.60	\$ 6.60
14 - 4	Children aged 3 years and under (must be accompanied by a responsible adult)	Third Party	Each	No	\$	-	No change
14 - 5	Family Swim	Third Party	Five members of the family	Yes	\$	1.86	\$ 20.50
14 - 6	School Carnival Entry	Third Party	Each	Yes	\$	0.45	\$ 5.00
14 - 7	Spectator	Third Party	Each	Yes	\$	0.24	\$ 2.60
14 - 8	School PE Casual Visit	Third Party	Each	Yes	\$	0.45	\$ 5.00
14 - 9	YMCA Swimming Lessons (Group)	Third Party	Each	Yes	\$	1.45	\$ 16.00
14 - 10	YMCA Swimming Lessons (Cost Recovery)	Third Party	Each	Yes	\$	4.41	\$ 48.50
14 - 11	Health Club Adult Visit	Third Party	Each	Yes	\$	1.14	\$ 12.50
14 - 12	Health Club Pensioner Visit	Third Party	Each	Yes	\$	0.95	\$ 10.50
14 - 13	Water Slide/Inflatable (Public Use)	Third Party	Each	No	\$	-	\$ -
14 - 14	Mulfix 10	Third Party	10	Yes	\$	4.27	\$ 47.00
14 - 15	Mulfi x 20	Third Party	20	Yes	\$	7.73	\$ 85.00
14 - 16	Multi x 10 - Concession	Third Party	10	Yes	\$	4.00	\$ 44.00
14 - 17	Multi x 20 - Concession	Third Party	20	Yes	\$	7.27	\$ 80.00
14 - 18	Free Day - Australia Day	Third Party	Each	No	\$	-	No charge
14 - 19	Swimming Club Exclusive Use - Lane allocation approved by prior arrangement	Third Party	Month	Yes	\$	4.55	\$ 50.00
14 - 20	Lane Hire 25m or 50m Pool (plus Entry Fee)	Third Party	Hour	Yes	\$	2.77	\$ 30.50

	BROKEN HILL REGIONAL AQUATIC CENTRE					
14 - 21	School Programs (by prior arrangement during school hours)	Third Party	Additional lane hire fee after the first	Yes	10%	No charge for First Lane. Fee applies to additional lane only
14 - 22	Water slide - Public Use	Third Party	Each	No	\$ -	No charge
14 - 23	Water Slide - Exclusive Use - by prior arrangement, minimum hire of two hours	Third Party	Hour	Yes	10%	\$252.00 first hour and \$150.00 each additional hour
14 - 24	Buccaneer	Third Party	Hour	Yes	10%	\$252.00 first hour and \$150.00 each additional hour
14 - 25	Camivals - Swimming Club (25m or 50m pool) - does not include Entry Fee	Third Party	Per Day	No	\$ -	No charge
14 - 26	Camivals - Schools (25m or 50m pool) during school hours - does not include Entry Fee	Third Party	Per Day	No	\$ -	No charge

Attachment 1
Draft Delivery Program 2022-2026
incorporating Operational Plan
2022 2023 inclusive of Draft Fees
and Charges 2022 2023



From: Flight Coordinator

Sent: Thursday, 19 May 2022 12:02 PM

To: Broken Hill City Council < council@brokenhill.nsw.gov.au >

Subject: Landing Fee Waiver Request

Good Afternoon,

My name is , I am the Flight Coordinator at Little Wings – a small non-profit organisation that transports seriously ill children from regional / rural NSW into Bankstown Airport so they can attend treatment at the Sydney Children's Hospital Network.

On the 16th March 2022 we flew into Broken Hill Airport to transport a seriously ill child. In an effort to reduce our expenses so we can allocate our funds to transporting children, we request landing fee waivers for all the aerodromes we operate in to. We would like to make a request for a landing fee waiver for this March flight.

Details:

Waiver Details:					
Date	16/03/2022				
Approximate ETA	1253				
Pilot					
Aircraft	Beechcraft Baron BE58				
Registration	VH – VLW				
Landing at	Broken Hill Airport				

Please do let me know if you require any further information from me.

Thank you for your support, Best regards

Public Submission BROKEN HILL 21 June 2022, 3:01PM Submission date: PS-34 Receipt number: Related form version: 3 Please enter your email address if you would like to receive a copy of your submission: Name of document Fees and Charges Civic Centre Details of submission As a collective, Broken Hill schools are concerned about the increase in price for the hire of the Civic Centre over the past 4 years. We have not recently held our Choral Festival at your centre because of COVID 19 and centre renovations. Since then the price has almost doubled since it was last held at your venue. It will no longer be viable to hold this community event at your venue as we aim to keep our cost low to support our low socio-economic families. This will also impact our aged acre facilities as it is a highlight of their calendars also. It has also had schools questioning if they will be able to hold their annual presentation night at the venue as it will be close to \$4000 to hire is not justifiable. Supporting documents/files if relevant Signed: Name of signatory: | Uploaded signature image: sig.jpg

ORDINARY MEETING OF THE COUNCIL

June 23, 2022

ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 149/22

SUBJECT: ADOPTION OF THE DRAFT LONG TERM FINANCIAL PLAN 2023-2032 D22/30311

Recommendation

- 1. That Broken Hill City Council Report No. 149/22 dated June 23, 2022, be received.
- 2. That Council notes that as per Minute Number 46852, the Draft Long Term Financial Plan 2023-2032 was placed on public exhibition for a 28 day period concluding 22 June 2022 during which time Council received nil submissions from members of the public.
- 3. That Council adopts the Balanced Scenario (as detailed in the report) to be incorporated into the Draft Long Term Financial Plan 2023-2032.
- 4. That Council adopts the Draft Long Term Financial Plan 2023-2032 Strategic Plan of Council.

Executive Summary:

Council faces a number of challenges in terms of financial sustainability. Our Council administers the largest regional centre in the western half of New South Wales. As per the 2019 NSW Population Projection, the population of the Far West Region is projected to decrease by 25% between 2016 and 2041. As a result, the Broken Hill Local Government Area's population is forecast to decrease from 18,100 in 2016 to 13,650 in 2041.

However, the accuracy of this projection following recent mining and renewable developments as well as regional growth and relocation trends following the COVID-19 Pandemic should be questioned and as a result, the City must also prepare to increase liveability and amenity to secure a live in workforce and long term population growth.

Based on Council's most recent economic and data projections, Council is estimating that between 2016 and 2046, the population for Broken Hill City is forecast to increase by 226 persons (1.25% growth), at an average annual change of 0.04%. As a result of these latest trends and projections, this plan has been formulated on the prospect of job growth and further housing development for the City as well as a stable population base. On this basis, the City must plan to maintain service standards and increase services in some areas to ensure long term liveability and investment attractiveness of the City.

Council currently operates on an annual income of around \$30 million, with a substantial percentage being derived from government grants which cannot be guaranteed into the future. The historical population decline has put pressure on the affordability of services by the ratepayers, and as a result Council has experienced a lack of funding to adequately maintain or renew public infrastructure.

In this year's review of the Long Term Financial Plan, a focus on asset renewals has again been a main focus. It is forecast that asset renewals will be maintained at a rate equal to or

greater than 110% of asset consumption throughout the review period. This is a significant step forward for Council's financial and asset sustainability as it begins to ensure that quality infrastructure is maintained and available for future generations.

Council achieved an improved financial determination from the Office of Local Government and Treasury Corporation (T-Corp in 2020 as a result of meeting T-Corp's strict lending criteria focused on long term financial and asset sustainability. This was a result of strong decisions and hard work in achieving the outcomes and strategies identified in the Long Term Financial Plan. However, as highlighted in the Long Term Financial Plan, this hard work needs to continue to ensure Council's long term financial sustainability and the breakeven point is achieved in 2023/2024 as well as maintaining a healthy cash reserve.

If the strategies put in place in the Balanced Scenario are not achieved and Council continues to deliver services without finding efficiencies, rationalising assets and services or increasing revenue; Council will not be forecasting a surplus within the planning period, liquidity would rapidly diminish and community assets would further deteriorate.

Key points Included in the Proposed Long Term Financial Plan

- Surplus projected for 2024
- asset renewals projected at a rate greater than 110% over the planning period
- expectation of continued efficiencies
- Expenditure reductions though efficiencies despite rising costs
- Asset service level reviews to continue with a view of asset and service rationalisation

The Balanced Scenario is ambitious but achievable, affordable and significantly improves the financial position of Council allowing Council to continue to meet the expectations of the community, maintain service levels and stimulates the local economy to assist in the economic recovery of businesses and retain and grow local employment.

Council must continue to develop and implement strategies during 2022/23 to ensure the forecast efficiency gains and productivity improvements are realised and this will be monitored annually.

Broken Hill City Council remains committed to ensuring internal efficiencies are realised before considering increasing the financial burden on the community.

Council considered the Draft Long Term Financial Plan 2023-2032 at its Ordinary Meeting held 25 May 2022 and resolved (Minute No. 46852) to place the Draft Plan on public exhibition for a period of 28 days. The Draft Plan was placed on public exhibition from 26 May 2022 until midnight on 22 June 2022 during which time Council received Nil submission from the public.

Report:

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

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

A Long Term Financial Plan provides a framework in which a council can assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan. It also:

establishes greater transparency and accountability of council to the community;

- provides an opportunity for early identification of financial issues and any likely impacts in the longer term;

- provides a mechanism to
 - o solve financial problems as a whole;
 - see how various plans fit together
 - o understand the impact of some decisions on other plans or strategies;
- provides a means of measuring council's success in implementing strategies; and,
- confirms that council can remain financially sustainable in the longer term.

The Long Term Financial Plan includes:

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

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

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

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

- Financially sustainable.
- · Maintain diversity of income sources.
- · Return the Council to surplus in a sustainable manner.
- · Maintain tight control over expenditure and staff numbers.
- Deliver best value services, facilities and infrastructure.
- Effective and efficient utilisation of funding sources to fund capital works and asset acquisitions.
- · Prudent financial investment.

The Long-Term Financial Plan continues the Council's commitment to maintain tight control over its financial position and performance, an achievement that has been demonstrated through reducing the annual operating deficit in line with a return to surplus in 2024.

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

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

The Proposed Plan (Balanced Scenario)

The Council's 2022/23 financial year budgets (as detailed in the Operational Plan and included in the attached plan) form the basis of the financial projections within the Long

Term Financial Plan. While relevant adjustments have been made in the plan's short term, in respect of the impact and subsequent recovery from the COVID-19 pandemic, the underlying Income Statement and Balance Sheet, are taken to represent "business-as-usual". The underlying income and expenditure form the basis of the later years in the plan, having been escalated by appropriate indices, with appropriate adjustments.

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

The Balanced Scenario assumes that Council:

- 1. Undertakes additional operational changes to generate productivity improvements and efficiency gains thus reducing employment costs and materials and contracts costs;
- 2. Undertakes service level reviews to determine the communities service needs and what they are willing to pay; and
- 3. Undertakes a review of assets held and where appropriate adopts a rationalisation strategy to reduce overall operating costs, whilst factoring new infrastructure for liveability.
- 4. Implements a 2.3% Permanent Additional Special Variation for Rates income
- 5. Continues to increase income through private works and RMS contracts

The Scenario is based on a 2.0% annual efficiency gain for materials, contracts and other expenditure which is offset by an underlying CPI index of 2.5%. Therefore, the annual efficiency gain does not completely absorb the indexation.

Successful implementation of the plan will result in all financial indicators (excluding extraordinary items and other than the operating indicator) being maintained within the Office of Local Government benchmarks throughout the planning period.

A review of asset management plans to align with updated financial projections are currently being undertaken along with revised asset valuations to better analyse Council's asset ratios.

Based upon planned asset expenditure and cash and investments, Council's available funds for asset renewals over the planning period under the balanced scenario is equal to or greater than the 100% of the rate of asset consumption via depreciation

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

Key Aspects of the proposed Balanced scenario are:

- Return to surplus in 2024.
- Maintain Council's current permanent workforce.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks (such as COVID-19).
- Ensure an appropriate rate of asset renewals is maintained so the City's infrastructure backlog is continually reduced.
- Meet all key financial & OLG benchmarks apart from the Operational Ratio for 2022 and 2023.

This plan is sensitive to a number of internal and external drivers including: Council decisions, operational performance, the external economic environment and State and

Ordinary Council 29 June 2022

Federal Government decisions including changes to legislation. Within the Long-Term Financial Plan, there are a number of examples that demonstrate some of Council's main sensitivities and outline the impact of various scenarios on Council's long-term financial position.

SCENARIO 2 – Temporary Special Variation to Rates Revenue

This scenario follows the same assumptions as the 'Balanced Scenario' but assumes the 2023 additional special rate variation is considered a one off adjustment and is not included in the base amount for future rate peg adjustments.

The scenario assumes Council undertakes a review and possible rationalisation of assets during 2023 and that an appropriate rate of asset renewals is maintained so the city's infrastructure backlog is continually reduced.

This model does not alter Council's breakeven point of 2024 however it reduces the margin for error and therefore increases the risk that the breakeven point will be delayed by unexpected events. This model pushes Council's breakeven point back to 2025.

Key Aspects of this Scenario are:

- · Breakeven 2024.
- · Inefficient operating model.
- · Borrowings remain the same.
- Potentially reduced service delivery and infrastructure to the community.

SCENARIO 3 – 0.7% Rates Peg – No Cost Minimisation

This scenario is based on the 0.7% Rates peg as advised by Ipart and doesn't include budgeted cost savings through efficiency gains, it also assumes a high rate of inflation at 4%.

As you will see below, this pushes Council's breakeven point back to 2025, minimises capital works and puts Council in a high-risk cash position for the immediate future.

If this scenario was adopted, Council would find itself in a precarious financial position with limited ability top withstand future financial shocks such as the COVID-19 pandemic.

This position would likely see staff levels reduced and service levels to the community reduced, to ensure the short-medium term viability of Council.

Key Aspects of this Scenario are:

- Operational expenditure increases due to limited savings and icnreased inflation.
- Breakeven pushed back to 2025
- · Capital works reduced to protect Council's cash reserves.
- Cash reserves will be low and would not tolerate another financial shock such as COVID-19.
- Inefficient operating model.
- · Borrowings remain the same.
- Some key financial ratios and OLG benchmarks will not be met in the short term.
- Reduced service delivery and infrastructure to the community

The Balanced Scenario is ambitious but achievable, affordable and significantly improves the financial position of Council allowing Council to continue to meet the expectations of the community, maintain service levels and stimulates the local economy to assist in the economic recovery of businesses and retain and grow local employment.

Under the proposed model, the organisation is sustainable and financially viable and with the use of internal restrictions as well as prudent and responsible budgeting, planning and

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financial management, the Council will be able to rebuild its reserves, continue to deliver quality services to the community and replace and renew assets now and into the future, ensuring the same level of service for each generation.

Council considered the Draft Long Term Financial Plan 2023-2032 at its Ordinary Meeting held 25 May 2022 and resolved (Minute No. 46852) to place the Draft Plan on public exhibition for a period of 28 days. The Draft Plan was placed on public exhibition from 26 May 2022 until midnight on 22 June 2022 during which time Council received nilsubmission from the public.

This report is presented to Council to consider adoption of the Draft Long Term Financial Plan 2023-2032 as a Strategic Plan of Council.

Community Engagement:

The Long-Term Financial Plan was placed on public display for 28 days concluding at midnight on 22 June 2022.

Strategic Direction:

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

Relevant Legislation:

The LTFP must contain the essential elements as outlined in the IP&R Guidelines:

Must be used to inform the decision-making during the preparation and finalisation of the Community Strategic Plan and the development of the Delivery Program.

Must be for a minimum of 10 years

Must be updated at least annually as part of the development of the Operational Plan, and

Must be reviewed in detail as part of the four-yearly review of the Community Strategic Plan.

The basic structure of the LTFP is outlined in the IP&R Guidelines at point 3.9 under the section on Resourcing Strategy and must include:

- Projected income and expenditure, balance sheet and cash flow statement;
- The planning assumptions used to develop the Plan (the "Planning Assumptions Statement");
- Sensitivity analysis highlighting factors/assumptions most likely to affect the Plan Methods of monitoring financial performance;
- Financial modelling for different scenarios;
- Methods of monitoring financial performance.

Financial Implications:

A Long Term Financial Plan provides a framework in which a council can assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan.

Ordinary Council 29 June 2022

Attachments

1. U Draft Long Term Financial Plan 2023-2032

SIMON BROWN
CHIEF FINANCIAL OFFICER

JAY NANKIVELL GENERAL MANAGER





QUALITY CONTRO	L									
KEY DIRECTION	4. Our Leadership									
OBJECTIVE	4.1 Openness and transparency in decision making									
STRATEGY	4.1.1 Support the organisation to operate within its legal framework									
FUNCTION	Financial Management									
FILE REFERENCE	22/47 EDRMS NUMBER D22/23066									
RESPONSIBLE OFFICER	Chief Financial Officer									
REVIEW DATE	June 2023									
ORGANISATION	Broken Hill City Council									
PHONE NUMBER	08 8080 3300									
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au									
DATE	ACTION MINUTE NO.									
April 2022	Document Developed N/A									
25 May 2022	Public Exhibition 46852									
NOTES	Images sourced from Council's Image Library © Copyright Broken Hill City Council 2017									
ASSOCIATED DOCUMENTS	Draft Community Strategic Plan – Your Broken Hill 2040 Draft Delivery Program 2022-2026 incorporating Operational Plan 2022/2023 Draft Schedule Fees and Charges 2022/2023									

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INTRODUCTION

MESSAGE FROM YOUR MAYOR

Council will again make significant adjustments to it Long Term Financial Plan for the 2022/23 financial year.

Repeated COVID-19 outbreaks and unprecedented recent storm events have impacted on Council's financial modelling, and we are now planning to return to surplus in 2024, rather than 2023 as initially hoped.

As a result, Council will be forced to continue to find internal efficiencies and more cost-effective methods of service delivery in the years ahead.

Council's historical underspend of \$43 million on infrastructure renewal remains an issue and will remain at the forefront of Council's financial planning.

Ongoing reviews of assets continue to unearth significant costs required to renew and maintain ageing plant, buildings, and other infrastructure at a level that outpaces their deterioration.

In the long term, Council will not be able to maintain its vast assets at an acceptable level and asset rationalisation will need to be considered if we wish to avoid financial hardship and reduced service delivery.

Council must focus on maintaining a smaller list of assets to a higher standard to increase the liveability of our city ahead of an expected population spike.

Due to upcoming major mining projects in the region, it is estimated that the city's population will grow to 19,200 by the year 2025.



Although this is a positive for the future of the city, it will place extra stress on Council's services without significantly increasing rates income. As a result, Council will have to plan carefully for the future.

In the short term, Council will continue to push ahead with delivering millions of dollars in roads, footpaths, public amenities, and other major projects.

Our ongoing commitment to asset renewal and improving the city's liveability will provide a boost to the economy and bolster our ability to attract and retain individuals and families who move to the region for employment.

I remain extremely confident in the future of our city and look forward to working with staff to consolidate our long-term financial position.

Mayor Tom Kennedy

OVERVIEW

A Long Term Financial Plan (LTFP) is one of the three key Resourcing Strategies required by the NSW Integrated Planning and Reporting legislation. Local Government operations are vital to its community and it is important stakeholders can understand the financial implications arising from its Community Strategic Plan, Delivery Program and annual Operational Plan.

The Integrated Planning and Reporting Guidelines support preparation of the LTFP for Local Government in NSW issued by the Division of Local Government.

The LTFP includes:

- · Projected income and expenditure.
- · Balance sheet.
- · Cash flow statement.
- Planning assumptions used to develop the plan.
- Sensitivity analysis used to highlight factors most likely to affect the plan.
- Financial modelling for different scenarios.
- Methods of monitoring financial performance.



The LTFP contains a core set of assumptions. These assumptions are based on Consumer Price Index (CPI) forecasts, interest rate expectations, employee award increases, loan repayment schedules and other special income and costs.

Broken Hill City Council's revised LTFP covers the period 2022/23 to 2031/32. It recognises Council's current and future financial capacity, to continue delivering high quality services, facilities and infrastructure to the community, while commencing new initiatives and projects to achieve the goals set down in the Broken Hill 2033 Community Strategic Plan.

The LTFP was first adopted 25 June 2014.

Financial planning over a 10-year time horizon is difficult and relies on a variety of assumptions that will undoubtedly change during the period. The LTFP is therefore closely monitored and regularly revised, to reflect these changing circumstances.

This revision takes into consideration a number of significant decisions which have been implemented to improve Council's financial sustainability over the past year.

A number of scenarios and sensitivities were considered during the development of the LTFP to demonstrate Council's sensitivity to internal and external drivers.

"The Long Term Financial
Plan is the point where
long-term community
aspirations and goals
are tested against
financial realities."

DLG Manual, 2013

Draft Long Term Financial Plan 2023-2032

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The aims of Council's LTFP are to:

- Set out the assumptions upon which Council's Financial Plans and budgets have been structured.
- Identify the Key Performance Indicators upon which Council can benchmark its financial performance.
- Set the framework so that the impact of future policy decisions can be identified.
- Evaluate the impact of future scenarios upon Council's financial position.
- Provide a basis for future informed decision making.
- Identify issues which impact upon the financial sustainability of Council, including known opportunities and threats.

- Achieve a balanced budget on a funding basis over time, acknowledging that efficient service delivery and urgent asset renewal are current priorities where working fund deficits are forecast.
- Seek to reduce the current working fund deficits, by reducing operating costs in real terms, or expanding the revenue base of Council.





Draft Long Term Financial Plan 2023-2032

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FINANCIAL POSITION

Council faces a number of challenges in terms of financial sustainability. Our Council administers the largest regional centre in the western half of New South

As per the 2019 NSW Population Projection, the population of the Far West Region is projected to decrease by 25% between 2016 and 2041.

As a result, the Broken Hill Local Government Area's

population is forecast to decrease from 18,100 in 2016 to 13,650 in 2041. This population decline puts pressure on the affordability of services by the ratepayers.

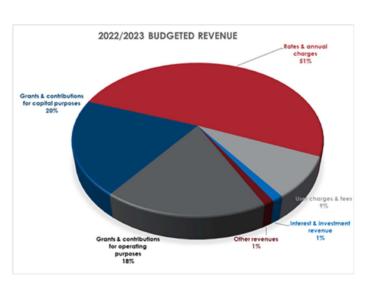
However, the accuracy of this projection following recent mining and renewable developments as well as regional growth and relocation trends following the COVID-19 Pandemic should be questioned and as a result, the City must also prepare to increase liveability and amenity to secure a live-in workforce and long-term population growth.

Based on Council's most recent economic and data projections, Council is estimating that between 2016 and 2046, the population for Broken Hill City is forecast to increase by 226 persons (1.25% growth), at an average annual change of 0.04%.

As a result of these latest trends and projections, this plan has been formulated on the prospect of job growth and further housing development for the City as well as a stable population base. On this basis, the City must plan to maintain service standards and increase services in some areas to ensure long term live ability and investment attractiveness of the City.

Council currently operates on an annual income of around \$30 million, with a substantial percentage being derived from government grants which cannot be guaranteed into the future. The graph below shows sources of income.

Draft Long Term Financial Plan 2023-2032



In 2013, the Division of Local Government appointed New South Wales Treasury Corporation (TCorp) to undertake an assessment of the financial sustainability of all New South Wales councils.

The report by TCorp, which considered both historic financial information and a 10-year financial forecast, determined Council to be in a very unstable financial position and unsustainable. Overall, the financial sustainability of Council was assessed as 'Very Weak'. A rating of 'Very Weak' was given to only five New South Wales councils and can be described as follows:

- A Local Government with limited capacity to meet its financial commitments in the short to medium term and a very limited capacity long term
- It has a record of reporting significant operating deficits. It is highly unlikely to be able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business without the need for structural reform and major revenue and/or expense adjustments.
- The expense adjustments are likely to result in significant changes to the range of and/or quality of services offered and it may need the assistance from higher levels of government.
- It has difficulty in managing its core business risks.

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Council has since achieved significant improvement and taken steps in the right direction towards becoming financially sustainable. Since Council received the report, it has undertaken the following key actions.

Council undertook a major review of its 10year LTFP in FY2015, with the aim to guide Council towards achieving a balanced budget, through cost reduction strategies, whilst prioritising service delivery and asset renewals.

In December 2014, Council resolved to cease operations of a financially unsustainable aged care facility – the Shorty O'Neil Village.

In October 2016, Council successfully transitioned out of community services avoiding the loss of block funding by the introduction of the National Disability Insurance Scheme (NDIS).

In November 2016, the Office of Local Government initiated a review of all western councils, with the view to reassess their ongoing financial sustainability.

Due to the actions taken since the initial review in 2013 and the significant improvements made, TCorp have made the assessment that Council now has a Financial Sustainability Ratio of 'Weak' with an outlook of positive, with further improvements likely based on key planning assumptions.

A rating of 'Weak' can be described as follows:

- A local government with acceptable capacity to meet its financial commitments in the short to medium term and a limited capacity in the long term.
- It has a record of reporting moderate to significant operating deficits with a recent operating deficit being significant. It is unlikely to be able to address its operating deficits, manage

- unforeseen financial shocks and any adverse changes in its business, without the need for significant revenue and/or expense adjustments.
- The expense adjustments would result in significant changes to the range and/or quality of services offered.
- It may experience difficulty in managing core business risks.

Whilst this has been a significant improvement, Council still has a lot of hard work and tough decisions ahead of it before it can be deemed financially sustainable in the long-term.

The effects of the COVID-19 pandemic have tested much of the terminology described above and proven true that Council must adjust its services as a result of unforeseen financial shocks.

Council must now review its service levels with the community and understand the priority areas and not only the capacity, but the desire of paying for these services.

The strength of Local Government is important when considering the quality of life for residents within a community and our community cannot afford major revenue adjustments in the form of high rating increases, for the purpose of balancing the bottom line. It is therefore important that we only spend what we can afford; what our community can afford.

Local Government decisions impact not only the current generation but the next. In order to ensure services and infrastructure adapt to the changing needs of our generations, we must ensure our financial position and our asset management practices are strong.

It is clear that in order to continue to meet the needs of current and future residents of Broken Hill; that Council must address financial and ongoing asset sustainability.

Draft Long Term Financial Plan 2023-2032

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FINANCIAL IMPACTS OF THE COVID-19 PANDEMIC

The COVID-19 (novel coronavirus) pandemic is an unprecedented public health crisis which has fast tracked an associated economic crisis. 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.

Reoccurring lockdowns once again resulted in prolonged closures of the City's community facilities in 2021, resulting in a reduction in revenue and visitation.

Draft Long Term Financial Plan 2023-2032

The changing conditions of the pandemic now present different challenges to Council than in previous years. The change to 'a living with COVID-19' approach means lockdowns are now less likely to happen. The big challenge for Council now is managing and protecting its workforce in this environment as much as possible to ensure council is able to continue to provide high quality facilities and services to the community.

Council, like most organisations, has experienced disruptions due to loss of staff for periods of time due to self-isolation requirements. Council has taken a risk-based approach to managing these impacts to ensure business continuity, along with implementing the requirements of NSW Public Health Orders.

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.
- Large increases to input costs such as Bitumen, Fuel, Steel, Timber and Cement.
- Increased maintenance and cleaning expenditure partly offset by reductions in staff training and travel expenses.

In last year's LTFP, Council had budgeted for a return to pre-COVID conditions for revenue and expenditure assumptions for the 2022 Financial year. Reoccurring lockdowns in the second half of 2021 continued to impact negatively on Council revenues and sharply rising materials costs have also negatively affected Council's Expenditure.

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 has been vital to further sustaining the long term growth of the City as well as renewing core infrastructure.

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FINANCIAL PRINCIPLES AND ASSUMPTIONS

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

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

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

- · Financially sustainable.
- · Maintain diversity of income sources.
- Return the Council to surplus in a sustainable manner.
- Maintain tight control over expenditure and staff numbers.
- Deliver best value services, facilities and infrastructure.
- Effective and efficient utilisation of funding sources to fund capital works and asset acquisitions.
- · Prudent financial investment.
- Consider appropriate use of debt for capital purposes.

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

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

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

Unexpected cost pressures will always arise (as evidenced by the COVID-19 pandemic), along with increasing service demands.

However, in responding to these challenges, the Council will continue to underpin its quality of services with a value for money approach through competitive procurement processes, internal controls and the completion of business improvement programs, incorporating customer feedback; to ensure effectiveness and efficiency.

For the 'Balanced Scenario' of the long-term financial model, revenue and expenditure projections are generally based on stable overall cost increases of 2-3% per annum. The Council will be closely monitoring this assumption in light of the economy's response to the easing of Covid-19 restrictions and instability in international relations. Elements of revenue and expenditure that are subject to wider fluctuation have been modelled accordingly (refer to Assumptions). For this plan, ongoing Covid-19 impacts such as enhanced cleaning and compliance with health regulations have been incorporated into both to the proposed 'Balanced Scenario' and alternate scenarios.

As noted above, the annual operational budget plans for a reducing deficit with a surplus planned for in 2024, which, combined with the Council's interest earnings and capital contributions, provide funding for ongoing capital works projects and programs that are designed and constructed to provide Broken Hill with renewed and revitalised infrastructure.

The Council will continue to prudently manage its cash reserves and investments, to ensure that appropriate financial reserves are available to meet the Council's liabilities and commitments, as they fall due and manage cash flow demands to ensure responsible financial management control.

While externally restricted reserves will be maintained in accordance with legislative requirements, several internally restricted reserves are used to ensure that funds are set aside to directly support capital commitments of the Council.

The Council closely monitors its financial performance and publishes several key financial indicators within its quarterly budget reviews, to demonstrate its financial health and sustainability.

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ASSUMPTIONS

The Council's 2022/23 financial year budgets (as detailed in the Operational Plan and included in the attached plan) form the basis of the financial projections within the Long Term Financial Plan. While relevant adjustments have been made in the plan's short to medium term, in respect of the impact of the COVID-19 pandemic, the underlying Income Statement and Balance Sheet, are taken to represent "business-as-usual". The underlying income and expenditure form the basis of the later years in the plan, having been escalated by appropriate indices, with appropriate adjustments.

Broadly, the Plan utilises forecast annual CPI and wages growth as an indicative guide to annual income and expenditure movements. Appropriate adjustments are made where income or expenditure items are known to escalate on a different basis. Where new initiatives/projects that will impact operating revenue and/or expenditure are anticipated, additional adjustments are made to long term projections in the model.

Significant adjustments include:

- Allowances for asset maintenance growth, as a result of understanding the cost to maintain the City's Assets at an appropriate standard.
- Adjustments to staff resourcing to coincide with a transition from a program of service delivery and maintenance, to an increase in capital renewal.
- Adjustments in respect of several Council's revenue-generating facilities and services, returning to Pre-COVID-19 level of activity.

The Capital Program is forecast over the ten-year timeframe of the Plan. In later years, where specific projects may not have yet been fully identified, provisional sums are included reflecting historical works patterns and in line with renewal requirements, identified as part of the Asset Management Strategy and T-Corp Ratios.

The Plan also reflects the fast tracking of certain capital projects and programs through accessing low cost borrowings, through the Office of Local Government's Stimulus package. This purpose of these funds is to leverage additional grant money and effectively turning \$10 million into \$20-\$30 million of capital projects.

As capital projects are forecast to be completed, corresponding income and expenditure (including depreciation) impacts, are factored into future financial results.

Other assumptions relating to specific income and expenditure types are included within this Long Term Financial Plan.

In preparing the Plan, the Council undertakes a wide range of sensitivity testing and scenario modelling, to ensure the most effective and realistic balanced scenario; in this case the 'Future Proof' scenario.

REVENUE ASSUMPTIONS

Item	Assumption	Comment
Rate Increase	2.3%	IPART Rate Peg plus special Rate Variation
Waste Management Charge	3.5%	Annual charges will increase in line with operating expenses.
Statutory Charges	СРІ	Statutory charges are expected to increase in line with CPI.
User Fees and Charges	3.5%	Statutory charges are expected to increase in line with CPI.
Investment Interest	1.5%	Interest is calculated on the forecast cash and investment balances.
Interest on overdue rates	6%	6% above the Reserve Bank cash rate. (section 566(3) of the Local Government Act 1993
Other revenues	СРІ	Other revenues consist of program fees and sundry income items.
Operating grants	СРІ	Operating grants include the financial assistance grant and the public library funding agreement.

EXPENDITURE ASSUMPTIONS

Item	Assumption	Comment
Employee Benefits and on- costs	2.70% (TBC)	Employee costs increase dependant on outcome of negotiaions currently in progress
Borrowing Costs	N/A	All Council loans are fixed and are based on actual interest repayments.
Materials, contracts and other expenses	СРІ	These increase in line with CPI however, an efficiency factor of 2% has been built into the plan.

OUR PROGRESS TOWARDS FINANCIAL SUSTAINABILITY

Since the adoption of the Balanced Scenario LTFP in 2014, Council has made several decisions that have improved our financial outlook. This section outlines some of those improvements.

IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

Although operational efficiencies alone are unlikely to provide the level of additional funding required to achieve financial sustainability, there is scope to improve Council's financial position, by undertaking a full review of operations. This includes reviewing the organisational structure and business systems, exploring opportunities for out-sourcing activities and improving project management capabilities.

At the March 2017 Ordinary Council Meeting, Council adopted a Service Review Framework and methodology. During this term of Council, management will oversee more than 65 internal and external service reviews, to generate efficiencies and savings throughout the organisation. This review is not all about financial savings, it is about ensuring Council is delivering the services that the Community requires, at the level the Community expects. In some instances, this may mean further resources are dedicated to some areas, where other areas may have resources reduced. Most importantly, it will ensure that all services are delivered in the most effective and efficient way possible.

In October 2017, Council adopted a Smart Community Framework to improve quality of life, prosperity and sustainability for its community, by using technology in optimising processes, solving challenges proactively, building intelligence and productivity and facilitating proactive and meaningfully engagement, between all stakeholders.

Council has successfully implemented several technologies to increase efficiency and sustainability throughout the city.

Examples of this include, smart bins - which reduce the number of bin collections, smart solar and wind lighting - which has enabled Council to remove the lighting for Sturt Park, Patton Park and the Administrative Centre Grounds, from the electrical grid. This has not only enabled a financial savings but is a sustainable option for the community. Further implementation of similar technologies is planned through the reporting period.



IMPROVING ASSET MANAGEMENT

Council is in the process of undertaking a review of all infrastructure assets, to ensure that it is providing services and infrastructure that meets the community needs and is within the community's ability to pay. As a result of this process, it is anticipated that Council will generate significant replacement savings and associated running costs.

During this year's review of the LTFP, the 'Balanced' scenario will see Council continuing to budget for a greater than, or equal to, 110% asset renewal. This is a direct impact of the prior year's decisions in improving Council's financial position and beginning to understand the renewal requirement to reduce the backlog. This enables Council to continually renew and maintain assets as they are required, as well as ensuring quality infrastructure is in place, for future generations. The ongoing success of this is dependent on ensuring that we are only renewing required and utilised assets.

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REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

It is imperative that service level reviews occur throughout the 2022/2023 financial year, with consultation with the community.

It is expected that a detailed plan of community expectations and priorities, will be achieved and factored into service levels and capital expenditure, throughout further reviews of the LTFP. This is a significant piece of work that will be required to ensure the future financial sustainability of Council and balancing the budget within the reporting period. Council is approaching the crossroads, where a decision will need to be made in regard to asset rationalisation, or a special rate variation (SRV); COVID-19 has made this more important than ever. If either one of these solutions is not adopted, the Council will be in financial peril.

IMPROVING FINANCIAL CONTROL

Improving staff understanding and capacity, systems controls, procedures and reporting for Council's finance function, has been imperative to achieve improvements in Council's financial position.

Savings have been generated throughout the year, as a result of a concerted effort by staff to reduce expenditure.

A review of procurement practices has facilitated improved governance, resulting in greater value for money.

An internal audit function was implemented in the 2018/19 financial year to ensure greater governance and transparency and has already achieved a number of process improvements and identified lost revenue opportunities.

INCREASING INCOME

Throughout the past year, Council has proactively sought private works including Transport for NSW contracts. Increasing our income in this area, allows more effective use of Council resources; contributing to an improved financial position.

Improved capacity to bid for State and Federal funding has resulted in competitive grants being awarded to Council.

Council is also currently reviewing all fees and charges, to ensure appropriate costs recovery and additional areas of revenue aeneration.

CASHFLOW MANAGEMENT

Close monitoring in relation to the timing of expenditure and level of cash reserves throughout the year, has resulted in efficiencies; generating savings.

RECRUITMENT SUCCESS

Leadership, experience and technical skills are of shortage across Local Government in general. Throughout the year, Council has been successful in attracting a number of professional staff and sourcing talent from within to fill key positions, resulting in, improved efficiencies and continuing to move Council towards financial sustainability.

The importance of key positions within the organisational structure, on the financial fortunes of a Council, cannot be underestimated.

THE BALANCED SCENARIO REVIEWED

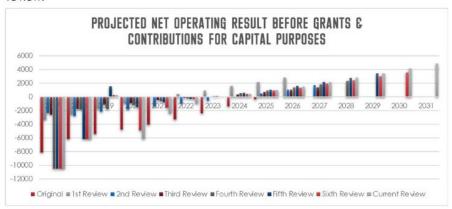
On 25 June 2014, Council endorsed a Balanced Scenario to ensure financial sustainability and to strengthen Council to serve the community of Broken Hill, into the future

The Balanced Scenario incorporated organisational efficiencies, decreasing expenditure and increasing revenue to achieve a surplus operating position, by the end of the Plan.

As outlined in this review, significant progress has been made in relation to Council's financial position since the 2014 review.

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

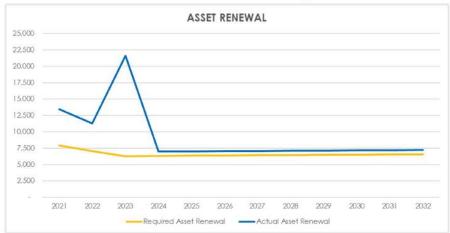
The following chart demonstrates the improvement in Council's financial position, over the previous six reviews. Council is still anticipating to breakeven in 2024.



Over the 10 year period, Council will spend in excess of \$82m on infrastructure renewals and upgrades. This will cover the required amount to meet Infrastructure renewal, from ongoing consumption of assets, as well as investing in reducing the Infrastructure backlog, due to Infrastructure replacement

neglect, due to insufficient cash reserves and operating practices during the past decade.

This is a significant step forward for Council in achieving sustainable assets, reducing ongoing operational maintenance costs and ensuring quality Infrastructure, for future generations.



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The Balanced Scenario, adopted 25 June 2014, decreases operating expenditure and increases revenue, to achieve a surplus operating position by the end of the planning period.

This scenario has been reviewed, considering strategies implemented over the past eight years and strategies to deal with the impacts of COVID-19. Council is still expected to achieve a surplus operating position in 2023/2024.

To achieve this result, the Balanced Scenario assumes that Council:

- Undertakes additional operational changes to generate productivity improvements and efficiency gains thus reducing employment costs and materials and contracts costs.
- Undertakes service level reviews to determine the communities service needs and what they are willing to pay; and
- Undertakes a review of assets held and where appropriate adopts a rationalisation strategy to reduce overall operating costs.
- 4. Utilises the \$10 million borrowed from T-Corp as part of the Office of Local Government Stimulus package to assist in fast tracking community infrastructure projects and kick start the local economy post COVID-19.

The Scenario is based on a 2.0% annual efficiency gain for materials, contracts and other expenditure which is offset by an underlying CPI index of 2.5%. Therefore the annual efficiency gain does not completely absorb the indexation.

Successful implementation of the plan will result in all financial indicators (excluding extra-ordinary items and other than the operating indicator) being maintained within the Office of Local Government benchmarks throughout the planning period.

A review of asset management plans to align with updated financial projections are currently being undertaken along with revised asset valuations to better analyse Council's asset ratios.

Based upon planned asset expenditure and cash and investments, Council's available funds for asset renewals over the planning period under the balanced scenario is equal to or greater than the 100% of the rate of asset consumption via depreciation.

Key Aspects of the proposed (Balanced) scenario are:

- Return to surplus in 2024.
- Maintain and grow Council's permanent workforce.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks (such as COVID-19).
- Ensure an appropriate rate of asset renewals is maintained so the City's infrastructure backlog is continually reduced.
- Meet all key financial and OLG benchmarks apart from the Operational Ratio for 2022-23.



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			INCO	IME STATEMENT	- 2023-							
\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
4 000	Actual	Q2 Review	Proposed Budget	Forecast	Forecast							
Income from Continuing Operations												
Revenue:												
Rates & annual charges	19,013	19,464	20,226	20,731	21,250	21,781	22,325	22,884	23,456	24,042	24,643	25,259
User charges & fees	3,325	3,325	3,480	3,567	3,656	3,748	3,841	3,937	4,036	4,137	4,240	4,346
Interest & investment revenue	573	497	498	494	638	574	649	844	960	1,095	1,249	1,452
Other revenues	4,867	235	464	475	487	500	512	525	538	551	565	579
Grants & contributions for operating purposes	6,771	6,606	7,132	7,275	7,420	7,569	7,720	7,875	8,032	8,193	8,357	8,524
Grants & contributions for capital purposes	3,910	3,482	8,023	3,260	3,342	3,408	3,476	3,546	3,617	3,689	3,763	3,838
Other Income:		-	-									
Net gains from disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	300	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	38,759	33,609	39,823	35,803	36,793	37,579	38,524	39,610	40,639	41,707	42,817	43,999
Expenses from Continuing Operations												
Employee benefits & costs	13,475	13,577	14,563	14,927	15,300	15,683	16,075	16,477	16,889	17,311	17,744	18,187
Borrowing costs	958	641	678	606	570	533	495	455	413	371	327	284
Materials & contracts	10,438	10,861	10,139	9.284	9,326	9,368	9,410	9,452	9,495	9,537	9,580	9,623
Depreciation & amortisation	7,904	7,074	6,259	6,345	6,373	6,401	6,429	6,458	6,486	6,515	6,543	6,572
Impairment	.,	-	-	-	-	-,	-	-	-	-	-	-
Other expenses	2,822	821	963	967	972	976	981	985	989	994	998	1,003
Net losses from disposal of assets	503	-	-	-		-	-	-	-	-	-	-
Net share of interests in joint ventures		-	-									
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,100	32,974	32,602	32,130	32,541	32,961	33,390	33,827	34,272	34,728	35, 193	35,670
OPERATING RESULT FOR THE YEAR	2,660	635	7,221	3,673	4,252	4,618	5,134	5,783	6,367	6,979	7,625	8,329
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &												
CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	(2,847)	(802)	413	911	1,209	1,658	2,237	2,750	3,290	3, 86 2	4,491
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	(2,847)	(802)	413	911	1,209	1,658	2,237	2,750	3,290	3,862	4,491
Assum ptions												
Rate Peg General Index	2.60% 2.50%	2.60% 2.50%	2,30% 2,50%	2.50% 2.50%	2.50% 2.50%	2.50% 2.50%	2.50% 2.50%	2.50% 2.50%	2,50% 2,50%	2,50% 2,50%	2.50% 2.50%	
Employee Cost Index	2,75%	2.75%	3.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grant Index In vestment Interest rate	2,00% 2,00%	2,00% 3,00%	2,00% 1,50%	2.00% 2.50%	2.00% 3.00%	2,00% 3,00%	2,00% 3,00%	2,00% 3,50%	2,00% 3,50%	2,00% 3,50%	2.00% 3.50%	
Oxerdue rates interest rate Bificiency gain on Materials & Contracts	6.50% -2.00%	6.00% -2.00%	8,00% -2,00%	6.50% -2.00%	7,00% -2,00%	7,00% -2,00%	8,00% -2,00%	8,00% -2,00%	8,00% -2,00%	8,00% -2,00%	8,00% -2,00%	8.00%

		LUNG TER		CIAL PLAN Of Financial P		-2032						
\$'000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecast	Forec ast	Forecast	Forecast	Forecast	Forecast	Forecas
Assets												
Current Assets:												
Cash & cash equivalents	25,747	21,214	11,476	12,786	13,595	13,835	14,535	15,827	17,642	19,010	22,763	26,434
Investments	3,000	3,000	3,000	3,000	4,000	6,000	8,000	10,000	12,000	15,000	17,000	20,000
Receiv ables	4,722	5,518	5,653	6,094	6,345	6,422	7,209	7,418	7,748	8,101	8,504	8,908
Inventories	133	118	136	140	143	147	150	154	158	162	166	170
Other	406	717	416	427	437	448	459	471	483	495	507	520
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	34,008	30,567	20,681	22,447	24,521	26,852	30,354	33,870	38,032	42,767	48,940	56,033
Non-Current Assets:												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receiv ables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	252,386	263,651	267,752	268,387	269,024	269,664	270,307	270,953	271,602	272,253	272,908	273,56
Investments accounted for using the equity method	1,144	1,359	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,14
Investment property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	253,530	265,010	268,896	269,531	270,168	270,808	271,451	272,097	272,746	273, 397	274,052	274,709
TOTAL ASSETS	287,538	295,577	289,578	291,977	294,689	297,660	301,806	305,967	310,778	316, 165	322,992	330,742
Liabilifies												
Current Liabilities:												
Payables	3,779	3,500	1,902	2,216	2,815	2,775	3,231	3,511	3,719	4,087	4,330	4,618
Income Received in Advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	2,352											
Borrowings	1,443	1,605	1,647	1,690	1,735	1,782	1,830	1,880	1,931	1,181	956	999
Provisions	4,115	3,184	3,829	3,471	3,383	3,243	3,020	2,906	2,724	2,556	2,408	2,23
TOTAL CURRENT LIA BILITIES	11,689	8,289	7,379	7,378	7,933	7,800	8,081	8,296	8,375	7,823	7,694	7,850
Non-Current Liabilities:	21,237	19,615	18, 143	16,495	14,805	13,070						
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	19,794	18,010	16,495	14,805	13,070	11,288	9,458	7,578	5,647	4,466	3,511	2,512
Provisions	9,607	11,912	12,262	13,586	14,913	16,238	17,565	18,891	20,217	21,543	22,869	24,195
TOTAL NON-CURRENT LIABILITIES	29,401	29,922	28,757	28,391	27,983	27,526	27,023	26,469	25,864	26,009	26,380	26,707
TOTAL LIABILITIES	41,090	38,211	36, 136	35,769	35,916	35,326	35,104	34,765	34,239	33,832	34,074	34,557
NET ASSETS	246,448	257,366	253,442	256,209	258,773	262,334	266,702	271,202	276,539	282,333	288,918	296,184
F3L.												
Equity	109 741	110 450	115 725	119 500	121.077	104 407	109 005	122 405	120 020	144.404	151 011	150 47
Retained earnings	108,741	119,659	115,735	118,502	121,066	124,627	128,995	133,495	138,832	144,626	151,211	158,47
Revaluation reserves	137,707 246,448	137,707 257,366	137,707	137,707 256,209	137,707 258,773	137,707 262,334	137,707	137,707 271,202	137,707 276,539	137,707 282,333	137,707 288,918	137,702 296,18 4
Council equity interest Non-controlling interest	246,448	257,366	253,442	256,209	258,773	262,334	266,702	2/1,202	2/6,539	282,333	288,918	276,184
_												
TOTAL EQUITY	246,448	257,366	253,442	256,209	258,773	262,334	266,702	271,202	276,539	282, 333	288,918	296,184
Assumptions General Index No impact from revaluation of assets No restricted cash	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	i 2.50

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	LONG TERM FINANCIAL PLAN - 2823-2832 STATEMENT OF CASH FLOWS													
\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		
	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas		
Cash Flows from Operating Activities			e e e e e											
Receipts:														
Rates & annual charges	18,813	18,880	19,619	20,109	20,612	21,127	21,656	22,197	22,752	23,321	23,904	24.50		
User charges & fees	2,713	3,225	3,376	3,460	3,547	3,635	3,726	3,819	3,915	4,013	4,113	4,216		
Investment & interest revenue received	482	896	465	400	516	571	646	841	957	1,092	1,246	1,449		
Grants & contributions	12,489	10,088	15,155	10,535	10,762	10,977	11,197	11,421	11,649	11,882	12,120	12.36		
Bonds, deposits & retention amounts received	14	-	-	-	-	-	-	-	-	-	-	-		
Other	5.582	228	450	461	473	485	497	509	522	535	548	562		
Payments:	0,002										0.0			
Employee benefits & cost s	(13,133)	(13,170)	(14,126)	(14,479)	(14,841)	(15,212)	(15,593)	(15,983)	(16,382)	(16,792)	(17.212)	(17,642		
Materials & contracts	(12,274)	(10,535)	(9,835)	(9,005)	(9,046)	(9,087)	(9,128)	(9,169)	(9,210)	(9,251)	(9,293)	(9,335		
Borrowing costs	(645)	(641)	(678)	(606)	(570)	(533)	(495)	(455)	(413)	(371)	(327)	(284		
Bonds, deposits & retention amounts refunded	(040)	(041)	(6/0)	(000)	-	(000)	(470)	- (400)	(410)	- (071)	- (02/)	1204		
Other	(807)	(796)	(934)	(938)	(943)	(947)	(951)	(955)	(960)	(964)	(968)	(973		
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	13,234	8,175	13,492	9,937	10,510	11,016	11,555	12,225	12,830	13,465	14,131	14,856		
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	13,234	0,175	13,472	7,737	10,510	11,016	11,555	12,225	12,830	13,405	14,131	14,050		
Cash Flows from Investing Activities														
Receipts:														
Sale of investment securities	13.000	-	-	-										
Sale of infrastructure, property, plant & equipment	664	-	-	-	-	-	-	-	-	-	-	-		
Deferred debtors receipts	31	-	-	-	-	-	-	-	-	-	-	-		
Other investing activity receipts		-	-	-	-	-	-	_	_	_	_	-		
Payments:	-	-	-		-						_	-		
Purchase of investment securities	(10,000)	-	-	_	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)	(3,000)	(2.000)	(3,000		
Purchase of infrastructure, property, plant & equipment	(13,454)	(11,265)	(21,625)	(6,980)	(7,011)	(7,041)	(7,072)	(7,103)	(7,135)	(7,166)	(7,198)	(7,229		
Deferred debtors & advances made	(13,434)	(11,263)	(21,023)	(0,700)	(7,011)	(7,041)	(7,072)	(7,103)	(7,133)	(7,100)	(7,170)	(/,227		
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(9,759)	(11,265)	(21,625)	(6,980)	(8,011)	(9,041)	(9,072)	(9,103)	(9,135)	(10,166)	(9,198)	(10,229)		
Cash Flows from Financing Activities														
Receipts:														
Proceeds from borrowings & advances	10,000	-	-	-	-	-	-	-	-	-	-	-		
Payments:														
Repayment of borrowings & advances	(1,255)	(1,443)	(1,605)	(1,647)	(1,690)	(1,735)	(1,782)	(1,830)	(1,880)	(1,931)	(1,181)	(956		
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	8,745	(1,443)	(1,605)	(1,647)	(1,690)	(1,735)	(1,782)	(1,830)	(1,880)	(1,931)	(1,181)	(956)		
NET IN CREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	12.220	(4.533)	(9,738)	1,310	809	240	701	1,291	1,816	1,368	3,753	3,671		
TEL IN CREACE, (DECREACE) IN CAUT & CAUT EQUITALENTO	12,220	(4,555)	(1,100)	1,510	007	2-10	701	1,271	1,010	1,000	0,700	0,011		
plus: CASH & CASH EQUIVALENTS - beginning of year	13,527	25,747	21,214	11,476	12,786	13,595	13,835	14,535	15,827	17,642	19,010	22,763		
CASH & CASH EQUIVALENTS - end of year	25,747	21,214	11,476	12,786	13,595	13.835	14,535	15,827	17,642	19,010	22,763	26,434		
Additional Information	25,141	21,214	11,470	12,700	10,070	10,000	14,000	13,027	17,042	17,010	22,703	20,454		
plus: Investments on hand - end of year	3.000	3.000	3,000	3.000	4.000	6,000	8.000	10,000	12,000	15,000	17,000	20.000		
•	28,747	24.214	14,476	15,786	17,595	19.835	22,535		29,642	34,010	39,763			
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	28,747	24,214	14,4/6	15,786	17,575	17,835	22,535	25,827	29,642	34,010	39,763	46,434		
Assumations														
Rates & charges recovery rate	97,00%		97.00%	97,00%		97,00%	97.00%	97,00%	97,00%	97.00 %				
De btor recov ery rate General Index	97,00% 2,50%		97,00% 2,50%	97,00% 2,50%	97,00% 2,50%	97,00% 2,50%	97,00% 2,50%	97,00% 2,50%		97.00% 2.50%				
Investment Interest rate	2.00%	3.00%	1.50%	2.50%	3.00%	3,00%	3.00%	3,50%	3,50%	3.50%	3,50%	3.50		
Overdue rates interestrate No restacted cash	7,50%		6.00%	6.50%	7,00%	7,00%	8.00%	80008	8,00%	8.00%				

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	1	LONG TER	M FINANCI	AL PLAN NCIAL RATIOS	- 2023-	-2832						
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Operating Ratio												
This ratio measures Council's ability to contain operating expenditure within operating revenue	-3.59%	-9,45%	-2.52%	1.27%	2.728	3.54%	4,7398	6.20%	7.4398	8.65%	9.89%	11.189
Benchmart - Greater than 0%												
(aperating revenue excl. copital grants and contributions - aperating expenses) /												
operating revenue excluding capital grants and contributions												
Cash Expense Cover Ratio												
This ratio indicates the number of months Council can continue paying for its immediate												
expenses without additional cash inflow	13.99	3.94	8.17	8.95	9.19	9.15	9.31	9.73	10.36	10.78	1219	13.5
Benchmart - Greater than 3.0 months												
(aument year's aash and aash equivalents / fratal expenses - depreciation - interest aasts) * 12												
Current Ratio												
This ratio represents Council's ability to meet debt payments as they fall due. If should be noted that Council's externally restricted assets will not be available as operating funds and as such												
can significantly impact Council's ability to meet its liabilities.	2.91	2.58	2.80	3.04	3.09	3.44	3.76	4.08	4.54	5.47	6.36	7.10
Benchmart - Greater than 1.5												
aument assets / aument liabilities												
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.	2.91	2.39	2.64	2.68	2.69	2.98	3.32	3.67	4.15	5.09	6.01	6.5
Benchmart- Greater than 1.5												
aument assets less all external pativities/ aument liabilities, less specifia purpose liabilities												
Own Source Operating Revenue												
This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility												
improves the higher the level of its own source revenue	72.4498	76.4398	61.9 498	70.58%	70.756	70.79%	70.9498	71.1798	71.3398	71.5195	71.6998	71.90%
Benchmart- Greater than 80%												
rates, whither and charges / total operating revenue (inclusive di capital grants and contributions)												
Debt Service Cover Ratio												
This ratio measures the availability of cash to service debt including interest, principal, and lease payments	3.53	3.29	2.69	3.27	3.47	3.59	3.77	4.00	4.21	4.42	7.12	9.18
Benchmat - Greater than 2.0 operating result before interest and depreciation (SSITDA) / principal repayments themselves and operation (SSITDA) / principal repayments												
Interest Cover Ratio												
This ratio indicates the extent to which Council can service its interest bearing debt and take on additional barrowings. If measures the burden of the current interest expense upon Council's												
operating cash	7.94	10.62	9.05	12.15	13.78	15.28	17.34	20.11	23.36	27.43	32.82	39.98
Benchmart - Greater than 4.0												
aperating result before interest and depreciation (SBITDA) / interest expense												
Capital Expenditure Ratio												
This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets	1.70	1.15	3.46	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Benchmart - Greater than 1.1												
annual capital expenditure / annual depresiation												
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IMPROVING OUR FINANCIAL POSITION FURTHER

Whilst significant improvements have been made over the past number of years, Council still has a long way to go in ensuring a strong financial position.

Council is committed to assisting the community achieve the objectives outlined in the community's Broken Hill 2033 Community Strategic Plan. This includes addressing current goals, while planning to meet the requirements for the future. To do this, Council must be strong.

A strong Council is one that has the financial capacity to meet its short- and long-term needs; a Council that can withstand financial shocks without burdening the community with increased rates or reduced services. Council is carrying out and will continue to review the following initiatives to maximise the ability to meet the community's needs in service provision.

Council has updated the 2023 Operating and Long Term Financial Plan, with the most current and best available information, but it is subject to change due to the dynamic health and economic crisis, created by the global COVID-19 (novel coronavirus) pandemic.

The current plan is based on a steady return to pre-COVID conditions however the unpredictability of the pandemic means this cannot be guaranteed.

The Council also acknowledges that planned deliverables and actions may be impacted or need to be reprioritised, based on the effects of this crisis. New priorities may also emerge.

The Council will adjust to this crisis, to ensure the health and wellbeing of the community is our primary focus. Council will engage with the community using the principles outlined in our Community Engagement Strategy, to ensure that changing and emerging priorities are identified.

IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

Council will adopt a continuous improvement approach to achieving greater efficiency in service delivery.



This will include monitoring of performance, targeted reviews of current processes and procedures, the introduction of new technology and an emphasis on staffing capacity development.

IMPROVING ASSET MANAGEMENT

Council currently manages a large number of assets, some of which may be surplus to community needs. Undertaking a review and possible rationalisation of assets, will assist in reducing operational costs.

REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

Council needs to ensure that it is providing services and infrastructure that meets community needs and is within the community's ability to pay.

To ascertain community expectations, service levels reviews are being undertaken.

INCREASING STATE AND FEDERAL FUNDING

Council needs to continue to aggressively pursue all avenues for State and Federal grants which may improve its position. This includes lobbying Local Members and Government Ministers for additional funding.

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INCREASING PRIVATE WORKS, RMS CONTRACTS AND CAPITAL WORK DELIVERY

Council has over a number of years invested heavily in the development of additional capacity for its roads and trades teams to enable Council to attract more private works and contracts through Transport for NSW. Increasing our income in this area, allows more effective use of Council resources; contributing to an improved financial position and future growth of Council's workforce.

LONG TERM WASTE STRATEGY AND INDUSTRY DEVELOPMENT

Broken Hill City Council is engaged in the process of produce a 3-year waste management strategy, which will inform our long term goals in alignment with the Community Strategic Plan.

This strategy encompasses a few key areas, with a focus on developing a circular waste economy in the Broken Hill Region, starting with key producers and ending with final consumers, with the end goal of diverting as much waste as possible from waste management facilities, by advocating for the usage of long-lifespan products, re-purposing of otherwise obsolete equipment, and collaboration between industries to achieve optimal outcomes for all areas of the Broken Hill community.

The strategy is being developed to align with the NSW Waste and Sustainable Materials Strategy 2041, which places great emphasis on reducing the total amount of waste initially produced, prior to waste processing steps. The targets of this strategy include:

- 80% average recovery rate from all waste streams by 2030
- Reduce total waste generation per person by 10% by 2030
- Halve the amount of organic waste sent to landfill by 2030

The viability of processes such as recyclable material processing, energy creation, and the establishment of a local industry centred around these processes is being examined. BHCC believes there is potential for additional revenue streams within it's existing waste management processes, and by properly implementing and utilising these streams, overhead expenses created by the waste management centre can be reduced.

INCREASING RATE REVENUE

To maintain services at their expected level, the community may consider if an increase in rates is appropriate. This option will not be imposed without significant community consultation and consideration of affordability.

SCENARIOS AND SENSITIVITY

Long term planning is critical for effective delivery of Local Government services, perhaps more critical than many other organisations due to Council's role in infrastructure provision. At Broken Hill, Council manages over \$250m in infrastructure assets with varying lifecycles, all requiring investment to ensure continued service to our community.

When planning for the long term, we rely on assumptions and we rely on strategies being successful. For example, Council is reliant on grants and contributions for 20% of its overall income and our plan assumes that these grants will continue into the future. We assume, that we will be successful in our strategies to reduce costs. We assume, our rate base will remain the same and we assume, that we will not be faced with any financial shocks.

Long term planning provides decision makers and stakeholders in our community, with a view of how our goals can be achieved, but what if things don't go as planned?

Our plan is sensitive to a number of internal and external drivers including Council decisions, operational performance, the external economic environment, State and Federal Government decisions including changes to legislation.

The following examples demonstrate some of Council's main sensitivities and outline the impact of various scenarios on Council's long term financial position.

SCENARIO 2 – non-recurrent additional special rate variation

This scenario follows the same assumptions as the 'Balanced Scenario' but assumes the 2023 additional special rate variation is considered a one-off adjustment and is not included in the base amount for future rate peg adjustments.

The scenario assumes Council undertakes a review and possible rationalisation of assets during 2023 and that an appropriate rate of asset renewals is maintained so the city's infrastructure backlog is continually reduced.

This model does not alter Council's breakeven point of 2024 however it reduces the margin for error and therefore increases the risk that the breakeven point will be delayed by unexpected events.

Adoption of this model would result in a reduction of real income of 3.2 million dollars over 10 years.

Key Aspects of this Scenario

- · Breakeven remains at 2024.
- · Inefficient operating model.
- · Borrowings remain the same.
- · Potentially Reduced service delivery and infrastructure to the community.

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LONG TERM FINANCIAL I	'LAN - 26	23-2032		KIU 2 NUN Dme statement	-KECUKKI	ENI AUUIII	UNAL SPE	CIAL KAI	E VARIAI	IUN		
\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
•	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Income from Continuing Operations												
Revenue:												
Rates & annual charges	19,013	19,464	20,226	20,407	20,918	21,441	21,977	22,526	23,089	23,666	24,258	24,864
User charges & fees	3,325	3,325	3,480	3,567	3,656	3,748	3,841	3,937	4,036	4,137	4,240	4,346
Interest & investment revenue	573	497	498	494	628	553	618	795	898	1,018	1,157	1,343
Other revenues	4,867	235	464	475	487	500	512	525	538	551	565	579
Grants & contributions for operating purposes	6,771	6,606	7,132	7,275	7,420	7,569	7,720	7,875	8,032	8,193	8,357	8,524
Grants & contributions for capital purposes	3,910	3,482	8,023	3,260	3,342	3,408	3,476	3,546	3,617	3,689	3,763	3,838
Other Income:		-	-									
Net gains from disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	300	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	38,759	33,609	39,823	35,479	36,451	37,218	38,144	39,204	40,210	41,254	42,340	43,495
Expenses from Continuing Operations												
Employee benefits & costs	13,475	13,577	14,563	14,927	15,300	15,683	16,075	16,477	16,889	17,311	17,744	18,187
Borrowing costs	958	641	678	606	570	533	495	455	413	371	327	284
Materials & contracts	10,438	10,861	10,139	9,284	9,326	9,368	9,410	9,452	9,495	9,537	9,580	9,623
Depreciation & amortisation	7,904	7,074	6,259	6,345	6,373	6,401	6,429	6,458	6,486	6,515	6,543	6,572
Impairment		-	-	-	-		-	-	-	-	-	-
Other expenses	2,822	821	963	967	972	976	981	985	989	994	998	1,003
Net losses from disposal of assets	503	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures		-	-									
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,100	32,974	32,602	32,130	32,541	32,961	33,390	33,827	34,272	34,728	35, 193	35,670
OPERATING RESULT FOR THE YEAR	2.660	635	7,221	3,349	3,910	4.257	4.755	5,377	5,938	6,526	7,147	7.825
OFERATING RESULT FOR THE FEAR	2,000	635	7,221	3,347	3,710	4,257	4,755	5,377	5,730	0,320	7,147	7,025
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &												
CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	(2,847)	(802)	89	569	849	1,278	1,831	2,321	2,837	3, 38 4	3,987
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	(2.847)	(802)	89	569	849	1,278	1,831	2,321	2,837	3,384	3,987
Assum pilions												
Rote Peg General Index Employee Cost in dex Grant Index In vestment Interest rate O ved us nate sinterest rate Bificiency again on Materials & Contracts	2.60% 2.50% 2.75% 2.00% 2.00% 6.50% -2.00%		2,30% 2,50% 2,70% 2,00% 1,50% 6,00% -2,00%	2.50% 2.50% 2.50% 2.00% 2.50% 6.50% -2.00%	2.50% 2.50% 2.50% 3.00% 7.00% -2.00%	2.50% 2.50% 2.50% 2.00% 7.00% -2.00%	2,50% 2,50% 2,50% 2,00% 3,00% 8,00% -2,00%	2,50% 2,50% 2,50% 2,50% 3,50% 8,00% -2,00%	2,50% 2,50% 2,50% 2,50% 3,50% 8,00% -2,00%	2,50% 2,50% 2,50% 2,00% 3,50% 8,00% -2,00%	2.50% 2.50% 2.50% 2.00% 3.50% 8.00% - 2.00%	2.509 2.509 2.009 3.509

\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Q2 Review	Proposed Budget	Forecast	Forecas							
Assets												
Current Assets:												
Cash & cash equivalents	25,747	21,214	11,476	12,472	12,949	12,838	13,170	14,065	15,463	16,388	19,674	22,85
Investments	3,000	3,000	3,000	3,000	4,000	6,000	8,000	10,000	12,000	15,000	17,000	20,000
Receivables	4,722	5,518	5,653	6,094	6,345	6,422	7,209	7,418	7,748	8,101	8,504	8,908
Inventories	133	118	136	140	143	147	150	154	158	162	166	170
Other	406	717	416	427	437	448	459	471	483	495	507	520
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	34,008	30,567	20, 68 1	22,133	23,875	25,856	28,988	32,108	35,852	40,145	45,851	52,453
Non-Current Assets:												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	252,386	263,651	267,752	268,387	269,024	269,664	270,307	270,953	271,602	272,253	272,908	273,565
Investments accounted for using the equity method	1,144	1,359	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144
Investment property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	253,530	265,010	268,896	269,531	270,168	270,808	271,451	272,097	272,746	273,397	274,052	274,709
TOTAL ASSETS	287,538	295,577	289, 578	291,663	294,043	296,664	300,440	304,206	308,598	313,543	319,903	327,162
Liabilifies												
Current Liabilities:												
Pavables	3,779	3,500	1,902	2,216	2.815	2,775	3,231	3,511	3,719	4,087	4,330	4,618
Income Received in Advance	<u> </u>	-	-	-		-	-	-	-	-	-	-
Contract Liabilities	2,352											
Borrowings	1,443	1,605	1,647	1,690	1,735	1,782	1,830	1,880	1,931	1,181	956	999
Provisions	4,115	3,184	3,829	3,471	3,383	3,243	3,020	2,906	2,724	2,556	2,408	2,233
TOTAL CURRENT LIABILITIES	11,689	8,289	7,379	7,378	7,933	7,800	8,081	8,296	8,375	7,823	7,694	7,850
Non-Current Liabilities:	21,237	19,615	18, 143	16,495	14,805	13,070						
Payables			-	-	- 1,000	-	-	-	-	-	-	_
Borrowings	19,794	18,010	16,495	14,805	13,070	11,288	9,458	7,578	5,647	4,466	3,511	2,512
Provisions	9,607	11,912	12,262	13,586	14,913	16,238	17,565	18,891	20,217	21,543	22,869	24,195
TOTAL NON-CURRENT LIABILITIES	29,401	29,922	28, 757	28,391	27,983	27,526	27,023	26,469	25,864	26,009	26,380	26,707
	41.000		24.724	05.740	05.014	25.004	05.104					
TOTAL LIABILITIES	41,090	38,211	36, 136	35,769	35,916	35,326	35,104	34,765	34,239	33,832	34,074	34,557
NET ASSETS	246,448	257,366	253,442	255,895	258,127	261,338	265,336	269,440	274,359	279,710	285,829	292,605
Equity												
Retained earnings	108,741	119,659	115,735	118,188	120,420	123,631	127,629	131,733	136,652	142,003	148,122	154,898
Revaluation reserves	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707
Council equity interest	246,448	257,366	253,442	255,895	258,127	261,338	265,336	269,440	274,359	279,710	285,829	292,605
Non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY	246,448	257,366	253,442	255,895	258,127	261,338	265,336	269,440	274,359	279,710	285,829	292,605

\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Cash Flows from Operating Activities												
Receipts:												
Rates & annual charges	18,813	18,880	19,619	19,795	20,290	20,797	21,317	21,850	22,396	22,956	23,530	24,119
User charges & fees	2,713	3,225	3,376	3,460	3,547	3,635	3,726	3,819	3,915	4,013	4,113	4,216
Investment & interest revenue received	482	896	465	400	506	551	615	792	895	1,015	1,154	1,340
Grants & contributions	12,489	10,088	15,155	10,535	10,762	10,977	11,197	11,421	11,649	11,882	12,120	12,362
Bonds, deposits & retention amounts received	14	-	-	-	-	-	-	-	-	-	-	-
Other	5,582	228	450	461	473	485	497	509	522	535	548	562
Payments:												
Employee benefits & costs	(13,133)	(13,170)	(14,126)	(14,479)	(14,841)	(15,212)	(15,593)	(15,983)	(16,382)	(16,792)	(17,212)	(17,642)
Materials & contracts	(12,274)	(10,535)	(9,835)	(9,005)	(9,046)	(9,087)	(9,128)	(9,169)	(9,210)	(9,251)	(9,293)	(9,335)
Borrowing costs	(645)	(641)	(678)	(606)	(570)	(533)	(495)	(455)	(413)	(371)	(327)	(284)
Bonds, deposits & retention amounts refunded		- 1	-	-	-	- 1		-	- 1	-	-	-
Other	(807)	(796)	(934)	(938)	(943)	(947)	(951)	(955)	(960)	(964)	(968)	(973)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	13,234	8,175	13,492	9,623	10,178	10,666	11,185	11,829	12,412	13,023	13,665	14,365
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	13,000	-	-	-								
Sale of infrastructure, property, plant & equipment	664	-	-	-	-	-	-	-	-	-	-	-
Deferred debtors receipts	31	-	-	-	-	-	-	-	-	-	-	-
Other investing activity receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of investment securities	(10,000)	-	-	-	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)	(3,000)	(2,000)	(3,000)
Purchase of infrastructure, property, plant & equipment	(13,454)	(11,265)	(21,625)	(6,980)	(7,011)	(7,041)	(7,072)	(7,103)	(7,135)	(7,166)	(7,198)	(7,229)
Deferred debtors & advances made	(12,121,	(,===,	-	-	-	-	-	-	-	-	-	- 1
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(9,759)	(11,265)	(21,625)	(6,980)	(8,011)	(9,041)	(9,072)	(9,103)	(9,135)	(10,166)	(9,198)	(10,229)
NET CASIT KOTIDED (OK GOLD IN) INVESTING ACTIVILES	(1,131)	(11,203)	(21,023)	(0,700)	(0,011)	(1,041)	(1,012)	(7,103)	(7,133)	(10,100)	(1,170)	(10,227)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from borrowings & advances	10,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of borrowings & advances	(1,255)	(1,443)	(1,605)	(1,647)	(1,690)	(1,735)	(1,782)	(1,830)	(1,880)	(1,931)	(1,181)	(956)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	8,745	(1,443)	(1,605)	(1,647)	(1,690)	(1,735)	(1,782)	(1,830)	(1,880)	(1,931)	(1,181)	(956)
THE GROWTH OF THE CONTROL OF THE CON	0,7 10	(1,710)	(1,000)	(1,011)	(1,070)	(1,100)	(1,102)	(1,000)	(1,000)	(1,701)	(1,101)	(,,,,
NET IN CREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	12,220	(4,533)	(9,738)	996	477	(111)	331	896	1,397	925	3,286	3,180
plus: CASH & CASH EQUIVALENTS - beginning of year	13,527	25,747	21,214	11,476	12,472	12.949	12,838	13,170	14,065	15,463	16,388	19,674
						,						
CASH & CASH EQUIVALENTS - end of year	25,747	21,214	11,476	12,472	12,949	12,838	13,170	14,065	15,463	16,388	19,674	22,855
Additional Information												
plus: Investments on hand - end of year	3,000	3,000	3,000	3,000	4,000	000,6	8,000	10,000	12,000	15,000	17,000	20,000
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	28,747	24,214	14,476	15,472	16,949	18,838	21,170	24,065	27,463	31,388	36,674	42,855
Assumptions												
Rates & charges recoviery rate Delotor recoviery rate	97.00% 97.00%		97.00% 97.00%	97,00% 97,00%	97,00 % 97,00 %	97,00% 97,00%	97.00% 97.00%	97,00% 97,00%	97,00% 97,00%	97.00% 97.00%	97.00% 97.00%	
De pror recor ery rate General Index	2,50%		2,50%	2,50%	2,50%	2,50%	2.50%	2,50%	2.50%	2.50%	2.50%	
Inviestment Interest rate	2,00% 7,50%		1.50% 6.00%	2,50% 6,50%	3,00% 7,00%	3,00% 7,00%	3.00% 8.00%	3,50% 8,00%	3,50% 8,00%	3,50% 8,00%	3,50% 8,00%	

LONG TERM FINANCIAL P	LAN - 28	23-2832		RIO 2 NON- Ancial ratios	-RECURRE	NT ADDITI	ONAL SPE	CIAL RAT	E VARIATI	ON		
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual		Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast		Forecast
Operating Ratio												
Tris - all						0.5107						
This ratio measures Council's ability to contain operating expenditure within operating revenue Benchmart - Greater than 0%	-3.59%	-9.4598	-2.52%	0.28%	1.7 28	2.51%	3.69%	5.1498	6.34%	7.55%	8.77%	10.05%
(aperating revenue excl. applial grants and aonthibutions - aperating expenses) / aperating revenue excluding applial grants and aonthibutions												
Cash Expense Cover Ratio												
This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow	13.99	3,94	8.17	8.80	8.88	8.69	8.69	8.95	9.41	9.65	10.88	12.02
Benchmart - Greater than 3.0 months (aurrent year's addh and adsh equivalents / floral expenses - depreciation - interest assts): 12												
Current Ratio												
This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.				,								
Benchmart - Greater than 1.5	2.91	2.58	2.80	3.00	3.01	3.31	3.59	3.87	4.28	5.13	5.96	6.68
ourent assets / ourent liabilities												
dollar doctor dollar recommend												
Unrestricted Current Rafio To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	2.91	2.39	2.64	2.63	2.60	2.85	3.15	3.45	3.88	4.74	5.59	6.11
Benchmart - Greater than 1.5	2.71	2.59	2.04	2.65	2.00	2.00	3.13	5.45	3.00	4.74	3.07	0.11
ourent assets less at external activities/ ourent liabilities, less specific purpose liabilities												
Own Source Operating Revenue												
This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility impoves the higher the level of its own source revenue.	72.44%	5 76. 4 395	61.9 485	70.31%	70.48%	70.51%	70.65%	70.87%	71.03%	71.20%	71.38%	71.58%
Benchmart - Greater than 80% notes, whither and ohorges / total operating revenue (inob sive of applifal grants and contributions)												
Debt Service Cover Ratio												
This ratio measures the availability of cash to service debt including interest, principal, and lease payments	3.53	3.29	2.69	3.12	3.32	3.43	3.60	3.83	4.02	4.22	6.80	8.75
Benchmart - Greater than 2.0												
operating result before interest and depreciation (SSITDA) / principal repayments foarrowing interest costs												
Interest Cover Ratio												
This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's												
operating cash	7.94	10.62	9.05	11.62	13.18	14.60	16.57	19.22	22.32	26.21	31.36	38.18
Benchmart - Greater than 4.0												
operating result before interest and depreciation (SBITDA) / interest expense												
Capital Expenditure Ratio												
This ratio indicates the extent to which Council is forecasting to expand its asset base with social proporditure spent on both new assets and replacement and sengral of existing assets	1.70	1.15	3.46	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10 2 / OI 4
pratt Long Lerm Financial Flan 2023-2032											i uge	

SCENARIO 3 – economic downturn and 0.7% rate peg

This scenario presents a potential worst case future scenario that assumes further downturn in the economy and that the Department of Local Government does not approve Councils application for the additional special rate variation and therefore the rates increase for 2023 will be limited to the original rate peg set by IPART of .07%.

This pushes Council's breakeven point back to 2025. Compromises capital works and puts Council in a high-risk cash position for the immediate future.

This position would likely see staff levels reduced and service levels to the community reduced, to ensure the short-medium term viability of Council.

Key Aspects to this Scenario

- Operational expenditure remains the same as pre COVID-19.
- Breakeven pushed back to 2025
- Inefficient operating model.
- · Borrowings remain the same.
- Some key financial ratios and OLG benchmarks will not be met in the short term.
- Reduced service delivery and infrastructure to the community

Draft Long Term Financial Plan 2023-2032

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LONG TERM FINAN	CIAL PLAN	- 2823-		ENARIO 3 : Ime statement	- ECONOM	IIC DOWNT	URN AND	.07% RA	TE PEG			
\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
¥ 333	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecas
Income from Continuing Operations												
Revenue:												
Rates & annual charges	19,013	19,464	19,909	20,407	20,917	21,440	21,976	22,525	23,088	23,666	24,257	24,864
User charges & fees	3,325	3,325	3,480	3,619	3,764	3,915	4,071	4,234	4,403	4,579	4,763	4,953
Interest & investment revenue	573	497	498	494	610	518	555	678	723	770	821	903
Other revenues	4,867	235	464	482	502	522	543	564	587	610	635	660
Grants & contributions for operating purposes	6,771	6,606	7,132	7,275	7,420	7,569	7,720	7,875	8,032	8,193	8,357	8,524
Grants & contributions for capital purposes	3,910	3,482	8,023	3,260	3,390	3,458	3,527	3,598	3,670	3,743	3,818	3,895
Other Income:		-	-									
Net gains from disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	300	-	-	-	-	-	-	-	-	-	-	-
TOTAL IN COME FROM CONTINUING OPERATIONS	38,759	33,609	39,507	35,537	36,603	37,421	38,393	39,474	40,503	41,562	42,650	43,798
Expenses from Continuing Operations												
Employee benefits & costs	13,475	13,577	14,563	14,927	15,300	15,683	16,075	16,477	16,889	17,311	17,744	18,187
Borrowing costs	958	641	678	606	570	533	495	455	413	371	327	284
Materials & contracts	10,438	10,861	10,139	9,612	9,997	10,396	10,812	11,245	11,695	12,162	12,649	13,155
Depreciation & amortisation	7,904	7,074	6,259	6,345	6,373	6,401	6,429	6,458	6,486	6,515	6,543	6,572
Impairment	.,,,,,,	- 1,21	-	-	-,-,-	-,	-	-	-	-	-	-
Other expenses	2.822	821	963	1.002	1,042	1,083	1,127	1,172	1,219	1,267	1,318	1,371
Net losses from disposal of assets	503	-	-	-		-	-		-	-	-	-
Net share of interests in joint ventures		-	-									
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,100	32,974	32,602	32,492	33,282	34,097	34,938	35,806	36,701	37,626	38, 58 1	39,569
OPERATING RESULT FOR THE YEAR	2,660	635	6,905	3,045	3,321	3,324	3,454	3,668	3,802	3,935	4, 06 9	4,229
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &												
CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	(2,847)	(1,118)	(215)	(69)	(134)	(73)	70	132	192	25 1	334
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	(2,847)	(1,118)	(215)	(69)	(134)	(73)	70	132	192	251	334
Assum dirans												
Rate Peg	2.60%		0.07%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
General Index Employee Cost Index	2.50% 2.75%		4,00% 2,70%	4.00% 2.50%	4.00% 2.50%	4,00% 2,50%	4,00% 2,50%	4,00% 2,50%	4,00% 2,50%	4,00% 2,50%	4,00% 2,50%	
Grant Index	2.00%	2.00%	2,00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2,00%	2,00%	2.00
In viestmen til niterest rate O vierdiue rates interest rate	2.00% 6.50%		1.50% 8.00%	2.50% 6.50%	3,00% 7,00%	3,00% 7,00%	3.00% 3.00%	3.50% 8.00%	3,50% 8,00%	3.50% 8.00%	3.50% 8.00%	3.50° 8.00°
Eficiency gain on Materials & Contracts	-2.00 %	-2.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00

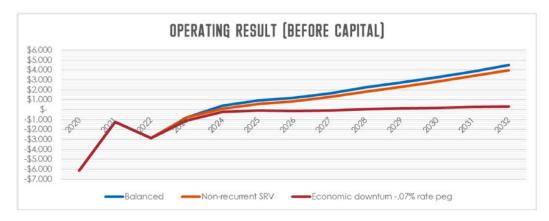
LONG TERM FIN	ANCIAL PLAN	- 2823-		E nario 3 Of Financial P		IIC DOWNT	URN AND	.07% RA	TE PEG			
\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Assets												
Current Assets:												
Cash & cash equivalents	25,747	21,214	11,169	11,862	11,768	10,754	9,824	9,060	8,382	6,788	7,081	6,760
Investments	3,000	3,000	3,000	3,000	4,000	6,000	8,000	10,000	12,000	15,000	17,000	20,000
Receivables	4,722	5,518	5,653	6,094	6,345	6,422	7,209	7,418	7,748	8,101	8,504	8,908
Inventories	133	118	138	144	150	156	162	168	175	182	189	197
Other	406	717	422	439	457	475	494	514	534	556	578	601
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	34,008	30,567	20, 382	21,539	22,720	23,807	25,689	27,160	28,839	30,627	33,352	36,466
Non-Current Assets:												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	252,386	263,651	267,752	268,387	269,024	269,664	270,307	270,953	271,602	272,253	272,908	273,565
Investments accounted for using the equity method	1,144	1,359	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144	1,144
Investment property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT A SSETS	253,530	265,010	268,896	269,531	270,168	270,808	271,451	272,097	272,746	273,397	274,052	274,709
TOTAL ASSETS	287,538	295,577	289, 279	291,070	292,888	294,616	297,140	299,257	301,585	304,024	307,404	311,175
Liabilifies												
Current Liabilities:												
Pavables	3,779	3,500	1,902	2,216	2.815	2,775	3,231	3,511	3,719	4,087	4,330	4,618
Income Received in Advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	2,352											
Borrowings	1,443	1,605	1,647	1,690	1,735	1,782	1,830	1,880	1,931	1,181	956	999
Provisions	4,115	3,184	3,829	3,471	3,383	3,243	3,020	2,906	2,724	2,556	2,408	2,233
TOTAL CURRENT LIABILITIES	11,689	8,289	7,379	7,378	7,933	7,800	8,081	8,296	8,375	7,823	7,694	7,850
Non-Current Liabilities:	21,237	19,615	18, 143	16,495	14,805	13,070						
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	19,794	18,010	16,495	14,805	13,070	11,288	9,458	7,578	5,647	4,466	3,511	2,512
Provisions	9,607	11,912	12,262	13,586	14,913	16,238	17,565	18,891	20,217	21,543	22,869	24,195
TOTAL NON-CURRENT LIABILITIES	29,401	29,922	28, 757	28,391	27,983	27,526	27,023	26,469	25,864	26,009	26,380	26,707
TOTAL LIABILITIES	41,090	38,211	36, 136	35,769	35,916	35,326	35,104	34,765	34,239	33,832	34,074	34,557
NET ASSETS	246,448	257,366	253,143	255,301	256,972	259,290	262,036	264,492	267,347	270,192	273,330	276,618
Equity												
Retained earnings	108,741	119,659	115,436	117,594	119.265	121,583	124,329	126,785	129,640	132,485	135,623	138,911
Revaluation reserves	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707	137,707
Council equity interest	246,448	257,366	253,143	255,301	256,972	259,290	262,036	264,492	267,347	270,192	273,330	276,618
Non-controlling interest	240,440	-	233,143	-	-	-	-	-	207,347	-	-	
TOTAL EQUITY	246,448	257,366	253, 143	255,301	256,972	259,290	262,036	264,492	267,347	270,192	273,330	276,618
	2.5,.40		,			_3,,2.0	,	,,,,,		,	5,000	
Assumptions General Index No impact from revaluation of assets No restricted cosh	2.50%	2,50%	4.00%	4.00%	4,00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00

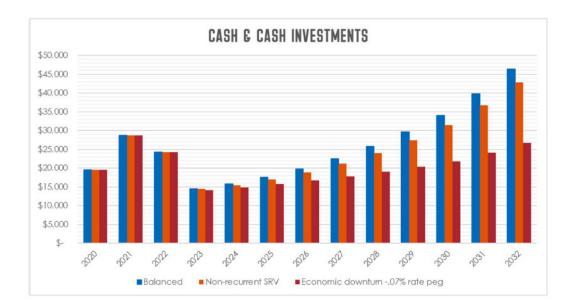
LONG TERM FINAN	CIAL PLAN	- 2823-		ENARIO 3		IIC DOWNT	URN AND	.07% RA	TE PEG			
\$ '000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Q2 Review	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash Flows from Operating Activities												
Receipts:												
Rates & annual charges	18,813	18,880	19,312	19,795	20,289	20,797	21,317	21,849	22,396	22,956	23,529	24,118
User charges & fees	2,713	3,225	3,376	3,511	3,651	3,797	3,949	4,107	4,271	4,442	4,620	4,805
Investment & interest revenue received	482	896	465	392	487	516	553	675	720	767	818	899
Grants & contributions	12,489	10,088	15,155	10,535	10,811	11,027	11,248	11,473	11,702	11,936	12,175	12,418
Bonds, deposits & retention amounts received	14	-	-	-	-	-	-	-	-	-	-	-
Other	5,582	228	450	468	487	506	526	547	569	592	616	640
Payments:												
Employee benefits & costs	(13,133)	(13,170)	(14,126)	(14,479)	(14,841)	(15,212)	(15,593)	(15,983)	(16,382)	(16,792)	(17,212)	(17,642)
Materials & contracts	(12,274)	(10,535)	(9,835)	(9,324)	(9,697)	(10,084)	(10,488)	(10,907)	(11,344)	(11,797)	(12,269)	(12,760)
Borrowing costs	(645)	(641)	(678)	(606)	(570)	(533)	(495)	(455)	(413)	(371)	(327)	(284)
Bonds, deposits & retention amounts refunded	-		- 1	-			-	-		-	-	- '
Other	(807)	(796)	(934)	(972)	(1,010)	(1,051)	(1,093)	(1,137)	(1,182)	(1,229)	(1,279)	(1,330)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	13,234	8,175	13,185	9,320	9,607	9,763	9,924	10,169	10,337	10,504	10,671	10,864
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	13,000	-	-	-								
Sale of infrastructure, property, plant & equipment	664		-	-	-	-	-	-	-	-	-	-
Deferred debtors receipts	31	-	-	-	-	-	-	_		-	-	-
Other investing activity receipts			-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of investment securities	(10,000)	-	-	-	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)	(3,000)	(2,000)	(3,000)
Purchase of infrastructure, property, plant & equipment	(13,454)	(11,265)	(21,625)	(6,980)	(7,011)	(7,041)	(7,072)	(7,103)	(7,135)	(7,166)	(7,198)	(7,229)
Deferred debtors & advances made	(10,404)	(11,200)	(21,020)	(0,700)	(7,011)	(7,041)	(7,072)	(///00/	(7,100)	(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	(////0/	(//22//
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(9,759)	(11,265)	(21,625)	(6,980)	(8,011)	(9,041)	(9,072)	(9,103)	(9,135)	(10,166)	(9,198)	(10,229)
TEL CASITINOVIDED (ON USED IN) INVESTINO ACTIVITES	(1,131)	(11,203)	(21,023)	(0,700)	(0,011)	(7,041)	(1,012)	(1,100)	(7,133)	(10,100)	(7,170)	(10,227)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from borrowings & advances	10,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of borrowings & advances	(1,255)	(1,443)	(1,605)	(1,647)	(1,690)	(1,735)	(1,782)	(1,830)	(1,880)	(1,931)	(1,181)	(956)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	8,745	(1,443)	(1,605)	(1,647)	(1,690)	(1,735)	(1,782)	(1,830)	(1,880)	(1,931)	(1,181)	(956)
NET IN CREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	12,220	(4,533)	(10,045)	693	(94)	(1,014)	(931)	(764)	(678)	(1,593)	293	(321)
plus: CASH & CASH EQUIVALENTS - beginning of year	13.527	25,747	21.214	11,169	11.862	11,768	10.754	9.824	9,060	8.382	6.788	7.081
pios. CASITA CASITEAUTALENTS - Deginning of year	13,327	25,747	21,214	11,107	11,002	11,700	10,734	7,024	7,000	0,302	0,700	7,001
CASH & CASH EQUIVALENTS - end of year	25,747	21,214	11,169	11,862	11,768	10,754	9,824	9,060	8,382	6,788	7,081	6,760
Additional Information												
plus: Investments on hand - end of year	3,000	3,000	3,000	3,000	4,000	000,6	8,000	10,000	12,000	15,000	17,000	20,000
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	28,747	24,214	14,169	14,862	15,768	16,754	17,824	19,060	20,382	21,788	24,081	26,760
Assumptions Rates & charges recov ery rate	97,00%		97.00%	97,00 %	97,00%	97.00 %	97,00%		97,00%	97,00%		
De btor recoviery rate General Index	97,00 8 2,50 8		97,00% 4,00%	97,00% 4,00%	97,00% 4,00%	97,00% 4,00%	97,00% 4,00%	97,00% 4,00%	97,00% 4,00%	97,00% 4,00%	97,00% 4,00%	
Investment interest rate Overdue rates interest rate No restricted costs	2,00 x 7,50 x		1.50% 6.00%	2.50% 6.50%	3.00 6 7.00 6	3.00 6 7.00 6	3.00% 8.00%	3.50% 8.00%	3.50% 8.00%	3.50% 8.00%		3.501

LONG TERM FINANCI	AL PLAN	- 2823-		ENARIO 3 -	- ECONON	AIC DOWNT	URN AND	.07% RA	TE PEG			
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual		Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast		Forecast
Operating Ratio												
This ratio measures Council's ability to contain operating expenditure within operating revenue	-3.59%	-9.4595	-3.55%	-0.67%	-0.2195	-0.39%	-0.2198	0.20%	0.36%	0.5198	0.65%	0.84%
Benchmart - Greater than 0%	-0.0780	-5.400	-0.000	4.57 20	-0.210	5.5.75	-0.210	0.200	0.000	0.010	0.000	0.040
(aperating revenue exid. copifol grants and contributions - operating expenses) / operating revenue excluding capifal grants and contributions												
Cash Expense Cover Ratio												
This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow	13.99	3.94	8.03	8.39	8.10	7.40	6.78	6.25	5.79	4.99	4.95	4.68
Benchmart - Greater than 3.0 months (aument years adsh and assh equivalents / β and expenses - depreciation - interest assts) $^{\circ}$ 12												
Current Ratio												
This rolls represents Council's ability to med debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.	2.91	2.58	2.76	2.92	2.86	3.05	3.18	3.27	3.44	3.91	4.33	4.65
Benchmart - Greater than 1.5												
aurrent assets / aurrent liabilities												
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.	2.91	2.39	2.59	2.55	2.45	2.57	2.72	2.83	3.01	3.47	3.90	4.07
Benchmart - Greater than 1.5												
current assets less all external activities/ current liabilities, less specific purpose liabilities												
Own Source Operating Revenue												
This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility												
improves the higher the level of its own source revenue Benchmart - Greater than 60%	72.4495	76.4395	61.648	70.36%	70.4698	70.53%	70.70%	70.94%	71.1198	71.28%	71.4598	71.6595
rates, whilities and alwayses / total operating revenue (inalusive of aapital grants and contributions)												
Debt Service Cover Ratio												
This ratio measures the availability of cash to service debt including interest, principal, and lease payments	3.53	3.29	2.55	2.99	3.04	3.00	3.01	3.06	3.07	3.07	4.72	5.80
Benchmart - Greater than 2.0 operating result before interest and depreciation (BBITDA) / principal repayments foarowing interest costs												
Internal Cours Bullion												
Interest Cover Ratio This ratio indicates the extent to which Council can service its interest bearing debt and take on												
into conditional me exercise which contains containing the current interest expense upon Council's operating cash.	7.94	10.62	8.59	11.12	12.06	12.76	13.84	15.35	17.02	19.08	21.78	25.32
Benchmart - Greater than 4.0		.5.00	2.07			12,70					20	20,00
operating result before interest and depresiation (SSITDA) / interest expense												
Capital Expenditure Ratio												
This rollo indicates the extent to which Council is forecasting to expand its asset base with copial expanditure sport on both new assets and replacement angle-news of existing assets.	1.70	1.15	3.46	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10 rage	1.10 SZ OF 40
annual copi fol expenditure / annual depresiation												

OPERATING RESULT AND CASH RESERVES

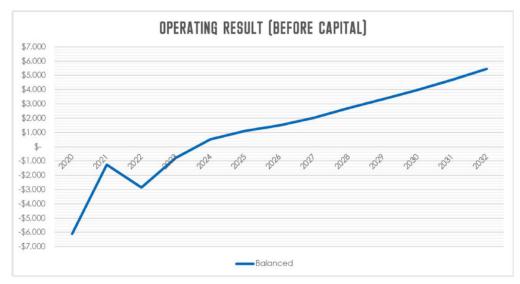
The below graph illustrates the three scenarios and how they each effect Council's operating surplus, as well as cash reserves for capital investment and renewal.





SENSITIVITY ANALYSIS

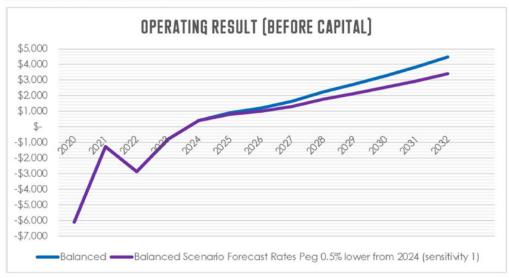
The LTFP Balanced Scenario (proposed) is demonstrated below.



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

RATES

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



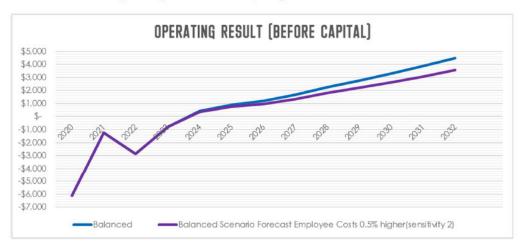
This sensitivity analysis is based upon if Council chose to hold rate increases at 0.5% pa below the predicted rate pegging percentage from 2024, the effect on the LTFP Balanced Scenario operating result before capital grants and contributions is shown above.

Draft Long Term Financial Plan 2023-2032

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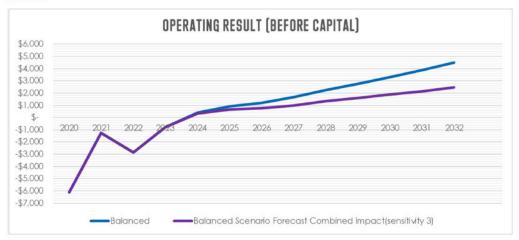
EMPLOYEE COSTS

Employee costs comprise of 42% of Council's operating expenditure. Salary growth is largely subject to the Broken Hill City Council Consent Award. The award is currently being renegotiated. If the award increases by a further 0.5% in future years, the effect on the LTFP Balanced Scenario operating result before capital grants and contributions is shown below.



COMBINED IMPACT

The chart below shows the combined impact of both the unfavourable variances described above.



Draft Long Term Financial Plan 2023-2032

MEASURING PERFORMANCE

Council will continue to report on and monitor its financial performance based on standard financial indicators.

These indicators include:

· Operating Ratio

This measures the capacity of Council to contain its operating expenditure within its operating revenue, allowing for asset renewals funded through depreciation. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 0%. The current operating ratio, based on the proposed 2022/2023 budget, is -2.43 It is forecast that this ratio will be above the benchmark in 2024, when an operating surplus is achieved.

Cash Expense Ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses, without additional cashflow. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 3 months. The current cash expense ratio, based on the proposed 2022/2023 budget, is 8.44 months.

Current Ratio

This ratio represents Council's ability to meet debt repayments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such, can significantly impact Council's ability to meet its liabilities. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 1.5. The current ratio, based on the proposed 2022/2023 budget, is 2.87.

Unrestricted Current Ratio

This ratio measures the adequacy of working capital and its ability to satisfy the obligations in the short term, for the unrestricted activities of Council.

The minimum benchmark for this ratio, as advised TCorp and the Local Government Accounting Code for NSW, is greater than

1.5. The unrestricted current ratio, based on the proposed 2022/2023 budget, is 2.71.

· Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility. It is the degree of reliance that Council places on external funding sources, such as operating grants and contributions, to fund its day-to-day operations. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 60%. The own source operating revenue ratio based on the proposed 2022/2023 budget is 65.39%.

· Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 2. The debt service cover ratio, based on the proposed 2022/2023 budget, is 2.70.

• Interest Cover Ratio

This ratio indicates the extent to which Council can service its interest-bearing debt and take on additional borrowing. It measures the burden of the current interest expense, upon Council's operating cash. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 4. The interest cover ratio, based on the proposed 2022/2023 budget, is 9.10.

Building and Infrastructure Backlog Ratio

This ratio shows what proportion the backlog is against the total value of Council's infrastructure. Council is in the process of revaluations for all building and infrastructure assets, as well as an in-depth review of all assets, to calculate the current backlog.

Draft Long Term Financial Plan 2023-2032

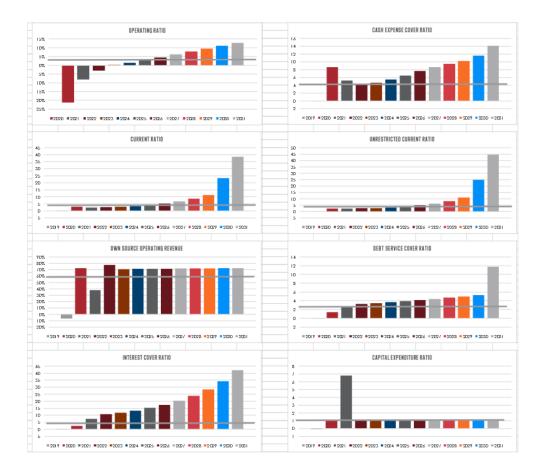
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· Capital Expenditure Ratio

This ratio assesses the extent to which a Council is expanding its asset base through capital expenditure, on both new assets and the replacement and renewal of existing assets. The minimum benchmark for this ratio, as advised by TCorp and the Local Government Accounting Code for NSW, is greater than 1.10.

The capital expenditure ratio, based on the proposed budget for 2022/2023, is -1.03.

We will also ensure compliance with the accounting and reporting requirements of the Local Government Code of Accounting Practice, including annual auditing of accounts and provision of information to the community and the Division of Local Government.



Draft Long Term Financial Plan 2023-2032

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QUARTERLY REPORTING

Performance in regard to Operational Plan budgets will be monitored and reported to Council each quarter. Reports will include budget variations and reviews.

ANNUAL REPORTING

Council will prepare annual reports to the community, in accordance with the requirements of the Local Government Act 1993 and the Integrated Planning and Reporting Guidelines. The report will include a summary of financial performance and achievements against delivering the outcomes of the Operational Plan and Delivery Program.

REVIEW OF THE LONG TERM FINANCIAL PLAN

The LTFP will be reviewed annually, in conjunction with the review of the Operational Plan 2022/2023 and Delivery Program 2022/2023 and financial projections will be revised and updated.





CONCLUSION

The Balanced Scenario is ambitious but achievable, affordable and significantly improves the financial position of Council allowing Council to continue to meet the expectations of the community, maintain service levels and stimulates the local economy to assist in the economic recovery of businesses and retain and grow local employment.

Council is committed to long-term financial sustainability and intergenerational equity, where each generation 'pays their way,' rather than any generation 'living off their assets' and leaving it to future generations to address the issue of replacing worn out infrastructure, without the necessary funds to do so. Council is currently relatively low on un-restricted reserves and is operating with continuous deficits until 2023.

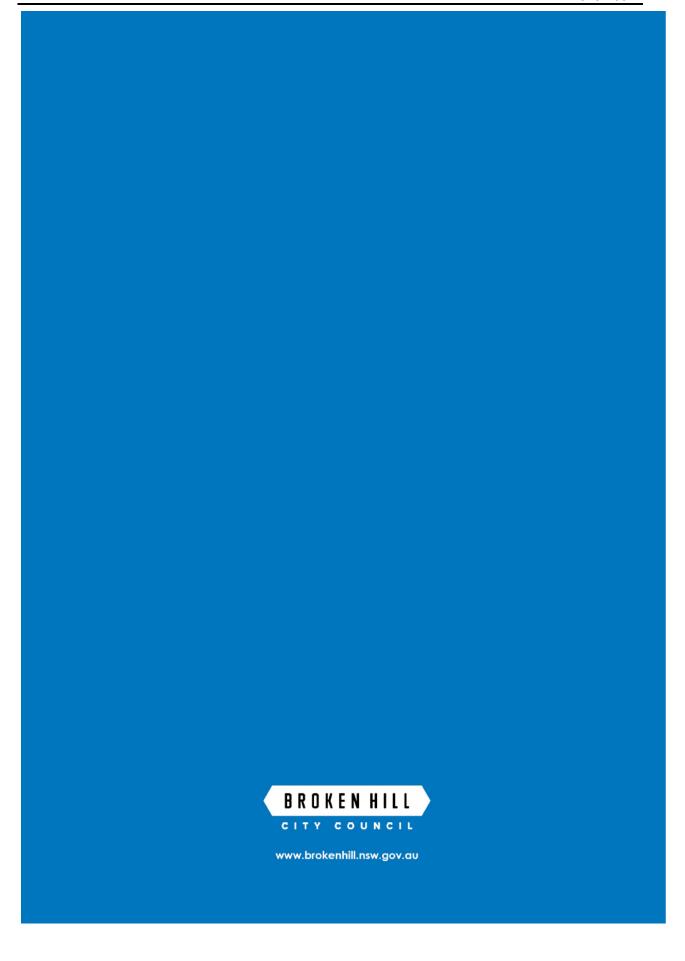
However, the organisation itself is sustainable and financially viable and with the use of internal restrictions and low-cost borrowings, as well as prudent and responsible budgeting, planning and financial management, the Council will be able to rebuild its reserves, continue to deliver quality services to the community and replace and renew assets now and into the future, ensuring the same level of service for each generation.

It is proposed that further community engagement be carried out, to discuss service level expectations and affordability, to maintain or provide additional services. These reviews began in 2016/2017 and will continue through the current term of Council. It is expected significant efficiencies will be found through this process, as well as ensuring service delivery meets community expectations, within the financial constraints in which Council operates.

Council must develop strategies during 2022/23, to ensure the forecast efficiency gains and productivity improvements are realised and this will be monitored annually.

Council remains committed to ensuring internal efficiencies are realised, before considering increasing the financial burden on the community, through special rate variations.





ORDINARY MEETING OF THE COUNCIL

June 23, 2022

ITEM 5

BROKEN HILL CITY COUNCIL REPORT NO. 150/22

<u>SUBJECT:</u> <u>ADOPTION OF THE WORKFORCE MANAGEMENT STRATEGY</u> 2022-2026 D22/30371

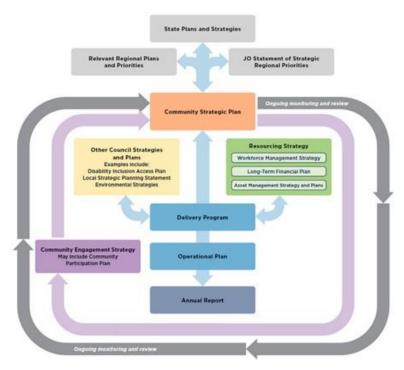
Recommendation

- 1. That Broken Hill City Council Report No. 150/22 dated June 23, 2022, be received.
- 2. That Council notes that the Draft Workforce Management Strategy 2022-2026 was placed on public exhibition (as per Minute No. 46853) for a period of 28 days concluding 22 June 2022 during which time Council received nil submissions from the public.
- 3. That Council adopts the Draft Workforce Management Strategy 2022-2026 and a Strategic Plan of Council and notes that its adoption will render the previous Workforce Management Plan 2017 obsolete.

Executive Summary:

Based on reporting guidelines published by the Office of Local Government (OLG), Council's Resourcing Strategy (Long Term Financial Plan, Asset Management Plans, Workforce Management Strategy) are to be reviewed and updated within nine (9) months of a new Council being elected and in alignment with the Draft Community Strategic Plan 2040 (CSP) and Draft Delivery Program 2022-2026 (DP) update and review.

The following diagram outlines the Integrated Planning and Reporting Framework and the links between the Community Strategic Plan, Council's Resourcing Strategies and Delivery Programs.



The Workforce Management Strategy 2022-2026 was drafted concurrently with the strategic documents listed above and the development of Council's revised Disability Inclusion Action Plan (DIAP) 2022-2026.

Internal consultation was undertaken for the development of all these plans which has informed the drafting of the Workforce Management Strategy (WMS) document, along with a desktop review to identify changes within the industry and organisation.

The desktop review indicated that all elements presented within the Workforce Management Strategy 2022-2026 are valid.

A focus on budget for budgeting capacity improvements and mechanisms for employee growth were also identified and incorporated into the Draft Operational Plan Financial Year 2022/2023.

The Draft Workforce Management Strategy 2022-2026 demonstrates Council is progressively addressing the challenges and opportunities outlined in the Workforce Management Plan (2017-2020) and is working towards achieving the workforce strategies developed to address these.

This plan focuses and highlights the importance of 'growing our own' workforce for long term sustainable service delivery for Council and the Community though increased employee numbers for capital delivery as well as investing in education for employee development to fill the current skill gaps experienced in the sector.

Council considered the Draft Workforce Management Strategy 2022-2026 at its Ordinary Meeting held 25 May 2022 and resolved (Minute No. 46853) that the Draft Strategy be placed on public exhibition for a period of 28 days for public submissions. The Draft Strategy was placed on public exhibition commencing 26 May 2022 and concluding at midnight on 22 June 2022 during which time Council received nil submissions from the public.

Report:

Council is required to develop a Resourcing Strategy as part of compliance with the Integrated Planning and Reporting Guidelines (*Local Government Act 1993*).

There are three (3) main components of a Resourcing Strategy; the Long Term Financial Plan, the Asset Management Strategy and a Workforce Management Strategy. The purpose of the Resourcing Strategy is to ensure that there are adequate resources; time, money,

assets and people to carry out actions within the Delivery Program (DP) and to meet the aspirations of the community outlined in the Community Strategic Plan (CSP).

Based on reporting guidelines published by the Office of Local Government, the Resourcing Strategy is to be reviewed within 9 months of a new Council being elected and updated in line with the broader consultation and review of the CSP and DP. Both of these strategic documents have and will be presented to Council at the April 2022 and May 2022 Council meeting respectively.

The purpose of developing a Workforce Management Strategy is to ensure the Broken Hill City Council can develop and deploy its human resources in the most efficient and effective manner now and into the future. A strong Workforce Management Strategy will provide a framework for dealing with resourcing challenges in a consistent way and ensure Council continues to delivery sustainable services well into the future.

The Integrated Planning and Reporting Guidelines for NSW state that the Workforce Management Strategy must be for a minimum timeframe of four years.

Council adopted its current Workforce Management Strategy 2017-2020 on 28 June 2017 (Minute No 45564). This plan was a comprehensive review of the previous Workforce Strategy (Draft Workforce Strategy 2010-2014) including resetting Objectives, identifying National and Industry trends, Community and Council's Profile analysis, Gap Analysis, Challenges (Internal and external forces) impacting Council and the provision of new Workforce Strategies.

The processes undertaken to develop the Draft Workforce Management Strategy 2022-2026 included formal consultation internally through participation in consultation sessions used for the development of the Draft Community Strategic Plan 2040 (CSP), Draft Delivery Program 2022-2026 (DP) and Draft Disability Inclusion Action Plan 2022-2026 (DIAP) and in addition industry trends were analgised and incorporated into the strategy.

This plan focuses and highlights the importance of 'growing our own' workforce for long term sustainable service delivery for Council and the Community though increased employee numbers for capital delivery as well as investing in education for employee development to fill the current skill gaps experienced in the sector.

Council considered the Draft Workforce Management Strategy 2022-2026 at its Ordinary Meeting held 25 May 2022 and resolved (Minute No. 46853) that the Draft Strategy be placed on public exhibition for a period of 28 days for public sumissions. The Draft Strategy was placed on public exhibition commencing 26 May 2022 and concluding at midnight on 22 June 2022 during which time Council received nil submissions from the public.

This report is presented to Council to consider adoption of the Draft Workforce Management Strategy 2022-2026 following the public exhibition period.

Community Engagement:

The Draft Workforce Management Strategy was placed on public exhibition for a period of 28 days concluding 22 June 2022.

Strategic Direction:

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

Relevant Legislation:

Local Government Act 1993 Sect 406 - Integrated Planning and Reporting Guidelines;

Sect 403 – Resourcing Strategy

Integrated Planning and Reporting Guidelines for Local Government in NSW 2021, Department of Premier and Cabinet, Division of Local Government

Financial Implications:

The Workforce Management Plan Strategies are to be considered in line with the Long-Term Financial Plan and Annual Operational Plan.

Attachments

1. Upper Draft Workforce Management Strategy 2022-2026

CASEY DEERY
EXECUTIVE MANAGER PEOPLE AND CULTURE

JAY NANKIVELL GENERAL MANAGER





QUALITY CONTROL				
KEY DIRECTION	4. Our Leadership			
OBJECTIVE	4.1 Openness and tran	sparency in decision	on making	
STRATEGY	4.1.1 Support the organisation to operate within its legal framework			
FUNCTION	Human Resources			
FILE REFERENCE No	22/64	EDRMS NUMBER	D22/17855	
RESPONSIBLE OFFICER	Executive Manager People and Culture			
REVIEW DATE	2026			
DATE	ACTION MINUTE NUMBER			
25 May 2022	Public Exhibition 46853			
NOTES	Copies of all plans and reports mentioned in this document are available by visiting Council's website www.brokenhill.nsw.gov.au			
ASSOCIATED DOCUMENTS	Broken Hill 2040 Community Strategic Plan Long Term Financial Plan 2023-2032 Delivery Program 2022-2026 incorporating Operational Plan 2022/2023 Broken Hill Smart Communities Framework Annual Report 2020/2021			

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Draft Workforce Management Strategy 2022-2026

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EXECUTIVE SUMMARY

At Broken Hill City Council, we believe the importance of an engaged, committed, and passionate workforce cannot be understated.

Given the numerous and varied functions, operations, and services undertaken by Council, it is critical that our workforce is capable and committed to delivering positive outcomes for both the organisation and the community.

Our workforce has proven that it has the ability to deliver services that arguably exceed our resourcing levels. However, we recognise that we still face many challenges, particularly with regard to employee attraction and retention.

Council has taken a proactive approach to staffing, with a focus on in-house training, up-skilling, and the employment of local trainees and apprentices.

We have also implemented a new set of organisational values and supporting behaviours that were selected by our employees. These values and behaviours have been driven by employees at all levels over the last four years and ensure our staff are united in providing the best possible service to the community.



This Workforce Management Strategy aims to build on our established management and engagement with staff, to ensure we have a workforce that is honest, courageous, resilient, and proud to serve the people of Broken Hill.

Jay Nankivell General Manager

Draft Workforce Management Strategy 2022-2026

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INTRODUCTION

INTEGRATED PLANNING AND REPORTING FRAMEWORK

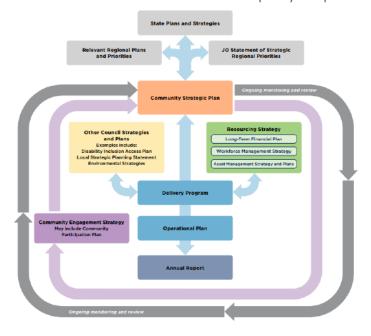
The NSW Government's Integrated Planning and Reporting (IP&R) Framework recognises that council plans, policies and strategies are connected and should not operate in isolation. Accordingly, all councils in NSW are operating within the IP&R Framework which allows various plans and strategies to integrate and for councils to plan holistically for the future.

The Local Government Act 1993 requires councils to develop a Resourcing Strategy that assists in achieving the objectives of Broken Hill's Community Strategic Plan - 2040.

This Resourcing Strategy is made up of the Workforce Management Strategy, the Long Term Financial Plan and the Asset Management Strategy, which together provide the resources necessary to achieve the Delivery Program. The Workforce Management Strategy is a minimum four-year plan, identifying the key people/workforce challenges, issues, approaches and opportunities for Council in ensuring we can deliver the activities identified in the Delivery Program and ultimately the objectives outlined in Broken Hill - 2040.

Broken Hill's Workforce Management Strategy 2022 – 2026 aligns with and supports Council's other key planning documents and outlines our commitment to ensuring a workforce that is capable of delivering positive outcomes for the community.

It achieves this through the consideration of both internal and external influencers, key people challenges, current and future environments and the identification of approaches and initiatives which combine to ensure a high-quality workforce which is supported by a contemporary workplace.



Draft Workforce Management Strategy 2022-2026

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VISION AND VALUES

It is critical that our workforce is aligned with our Vision and Values as these are what forms the basis of everything we do at Broken Hill City Council.

OUR VISION

Broken Hill City Council – Pound for Pound - To be the most efficient and effective Council in NSW.

OUR VALUES

- Accountability Do what we say we'll do and be a role model for our workmates and the community
- Pride Strive for excellence and be confident to share and celebrate our achievements
- Perseverance See mistakes as opportunities to improve, dig deep and rise to the challenge
- Courage & Honesty Welcome new ideas, value different perspectives and learn to give and receive constructive feedback
- Teamwork Work to a common goal, encourage collaboration and stand side by side

Draft Workforce Management Strategy 2022-2026

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EXTERNAL ENVIRONMENT/INFLUENCERS

The external environment will continually impact on Broken Hill's capacity to deliver on our agreed objectives. There is a complex global economic environment with significant uncertainty around the outlook for interest rates, labour shortages, global political risk and the path of Covid-19 which will influence the success of growing the economy. Increases in the prices of food, energy and metals and exacerbating supply chain disruption, threaten to weaken global supply chains. Climate change may also increase commodity price volatility.

However, while the current global economic trends have, and will continue to cause disruption to the National and local economy, Broken Hill's economic outlook is strong, with the investment from new mining ventures in Far West NSW representing a \$2.8B potential impact on the Far West NSW economy.

Potentially, there are 3,000 jobs being created across five projects in the next three to five years, with mining companies committed to employing a residential workforce.

The challenges for Broken Hill will be to advocate for locally provided training and professional development opportunities to prepare the local workforce for new opportunities and the City's ability to attract a new workforce to limit the potential to become a fly-in fly-out community. The political willingness of the State and Federal Government to invest in infrastructure and services will also influence the City's capacity to encourage new residents to live and work in Broken Hill.

Economic Outlook

While the City's population has experienced a steady decline since 2010, new opportunities presented by the investment of mining companies, present Broken Hill with a diversity of economic opportunity. With the expected increase of 3,000 jobs in mining, population forecasters predict that the population will grow to 19,200 by 2025 and there will be the requirement for 730 more dwellings.

From this direct expansion into the economy, it is anticipated that there would be flow on effects into other related intermediate industries as well as increased new employee consumption expenditure.

These combined flow-on effects are estimated to support another 226 indirect local jobs per year. These jobs are expected to be in the industry sectors of manufacturing, construction, professional, technical and scientific services, accommodation and food services and rental, hiring and real estate services.

The key industries to promote future economic growth as noted in the Far West Regional Economic Development Strategy (2018-2022) include:

- Engines of growth industries well-linked to external markets and bringing money into the Region (e.g. mining and agriculture)
- Enabling industries industries that support engine industries (e.g. engineering and manufacturing)
- Population serving industries industries that support people in the Region (eg Education & Training and Health Care & Social Assistance).

The Far West Regional Plan 2036 also lists the region's economic priorities, providing opportunities to plan for key focus areas: The priorities are to:

- Establish new mining operations in areas of mineral potential.
- Develop renewable energy industries, including solar.
- Expand tourism opportunities and experiences.
- Establish new businesses linked to improvements in telecommunication services.
- Establish new industries following improvements to water security from the Murray River to Broken Hill.

With the predicted growth in the economy and changes in the labour market conditions, Broken Hill is presented with a specific set of challenges with employers across all industries and sectors reporting issues around skills shortages in 2021/22. It is critical that workforce planning places Broken Hill in a position to adapt to any changing conditions and responds accordingly and to resolve skilled worker shortages by addressing training options, employability skills and the delivery of education options.

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The Broken Hill Region

Broken Hill is the major commercial, retail, administrative and cultural centre for a greater regional population of 28,622 people, with the area providing many significant attractions and lifestyle opportunities.

In 2016, the total population of Broken Hill City was estimated to be 18,114 people. Population forecast suggests that with a positive average growth rate of 0.23% the city with reach 19,200 people in 2025.

Migration to Broken Hill City is largely dependent on changes within its mining industry. In addition to mining, the main employing industries are Health Care and Retail Trade, which account for over half of all jobs in 2016. Fluctuation in these sectors underpin much of the migration flows to and from the city.

Despite recent population decline, global demand for iron ore, lithium and other related minerals is expected to provide the impetus for positive demographic and housing change in the coming years.

Since 2016, the number of jobs in mining has doubled. In addition to this recent growth, recently announced major projects are expected to create up to 3,500 jobs over the forecasted period. It is expected that many of these workers will live in Broken Hill and the City will face demand for over 700 dwellings to accommodate the influx of workers at its peak.

Any future levels of population growth and change in Broken Hill will largely be dependent on the City's capacity to appropriately accommodate workers. This will, in part determine the size of the workforce for the City moving forward.

Local Government Industry

The current local government reform process in NSW has seen a significant amount of change within the sector. This change is likely to continue into the future and has the potential to impact on the current and future workforce with a level of uncertainty regarding the future of local government in the medium term.

In addition, the devolution of responsibilities from Federal/State Government and ongoing financial constraints, coupled with the complex and significant regulatory requirements, continue to impact on the image of the local government sector. This issue is particularly significant for Gen Ys and has also been identified through the LGNSW Local Government Workforce Strategy 2016-2020.

Council has responded to these ongoing challenges in recent years by undertaking a program of planned Service and Efficiency Reviews. These reviews are a whole of organisation approach to ensuring that the right resources are allocated to the right services being delivered to our community. Through refining our operations and achieving a more sustainable financial position, we can continue to ensure effective service delivery across all areas of the organisation into the future.

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Labour Market

Understanding the economic role Broken Hill plays in the Far West economy provides a framework for understanding what policy responses and investment may be appropriate to support the growth of businesses and maintenance of a vibrant economy in the future.

An analysis of the jobs held by the local workers in Broken Hill City in 2020/21 shows the three largest industries were:

- Mining (1,676 people or 22.1%)
- Health Care and Social Assistance (1,326 people or 17.5%)
- Retail Trade (797 people or 10.5%)

In combination these three fields accounted for 3,799 people in total or 50.1% of the local workers.

In comparison, New South Wales employed 1.0% in Mining; 13.2% in Health Care and Social Assistance and 9.5% in Retail Trade.

The major differences between the jobs held by local workers of Broken Hill City and New South Wales were:

- A larger percentage of local workers employed in the field of Mining (22.1% compared to 1.0%)
- A smaller percentage of local workers employed in the field of Professional, Scientific and Technical Services (1.9% compared to 10.1%)
- A smaller percentage of local workers employed in the field of Manufacturing (1.4% compared to 6.6%)
- A larger percentage of local workers employed in the field of Health Care and Social Assistance (17.5% compared to 13.2%)

The key emerging workforce groups between 2015/16 and 2020/21 were Mining (+791 local workers) and construction (+39 local workers), Financial and Insurance Services (+4) and Rental, Hiring and Real Estate Services (+2).

In 2021, the Household services sector accounted for 38.6% of employment in Broken Hill City. The importance of this sector has declined over the last 10 years (39.3% in 2011).

It's important to note that in 2019/20, the total tourism and hospitality sales in Broken Hill City was \$65.2m, the total value added was \$34.1 million. This sector is an important sector for the diversification of the City economy and employment.

Employment

In Broken Hill, there were 7,576 jobs located in Broken Hill in the year ending June 2021 and 7,370 residents employed. There were 979 registered businesses.

In the 2021 September quarter, the unemployment rate in Broken Hill City was 7.1%. This higher rate is an impact of COVID-19, with the 2020 September quarter reporting an unemployment rate of 2%, 2019 (3.9%) and 2018 (3.4%).

As the pandemic impacts begin to ease and with the increased opportunities in mining employment, it is anticipated that this rate is expected to decline.

Most resident workers are under 45 years old. There are more younger workers (15 to 44 years) than older workers (45 year and over) working in all industries.

The age structure of an industry's local workers is a key component to understanding the role and function of that industry in Broken Hill. It is an indicator of the age of the industry and how long it has been established in the area, as well as the possible challenges in expanding that industry in the future.

The age structure of the resident worker is indicative of the skill-levels and experience that local businesses can draw on. For example, an area with young local workers may be more mobile and likely to change jobs/industries in the future while an industry with an older local workers may face succession planning issues and challenges in attracting new staff.

Other key statistics:

A gender balanced workforce: In Broken Hill 50.3% of the local workers (All industries) are males and 49.6% are female. (ABS 2016)

Lower tertiary qualifications: 1,623 people or 23.5% of Broken Hill City's resident workers (all industries) have a tertiary qualification (ABS 2016).

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Technology

The use and appetite for emerging technology is an important issue for Broken Hill City Council. Specifically, opportunities exist to continue expanding ubiquitous access to information to all service wings, in all settings whether office based, in the field or workshops.

This includes real time operational information such as the state of assets, and maintenance/service requirements. This has the potential to lead to a higher level of flexibility and improve service levels whereby information can be accessed anywhere anytime by our workforce.

The increased deployment of technology in many areas to increase efficiency is also another key trend which will likely result in a more agile workforce operating from mobile worksites as well as workshops and offices.

The Broken Hill Smart Communities Framework will guide the adoption of additional innovative community assets into the future, with the aim to improve liveability, workability and sustainability. The technology skillset for the workforce will need to expand beyond "office-based usage" towards deeper integration of technology into work tasks as an integral component, not an afterthought.

This will be driven by the adoption of cloudbased technologies and intelligent hardware choices, enabling information and systems access at the coal face.

This will require Broken Hill City Council to ensure that its employee learning and development is focused on improving digital literacy within teams, enabling employees to be more flexible with their technology usage and to grow our adoption of smart enabling technology within the city.

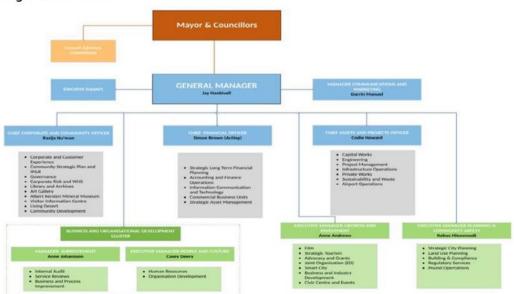
These external influencers are important considerations in the development of our Workforce Management Strategy.

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INTERNAL ENIVRONMENT/INFLUENCERS

Organisational Structure



Executive Group

The Executive Group provides the overarching strategic focus for Council's operations and ensures that Council continues to be vibrant, engaging and lead with strong and effective governance. The General Manager and Chief Officers make up the Executive Leadership Team (ELT).

The Executive Group also supports the Mayor and the Councillors, our elected representatives who oversee community governance across a wide range of issues.

Assets and Projects Group

Whether directly or indirectly, the work of Council's Infrastructure team touches the lives of Broken Hill people every day.

Among the extensive range of services the Group provides are infrastructure development and maintenance, asset management, civil and landscape services, as well as environmental sustainability.

Operating the Council Waste Management Centre, Airport and Cemetery are also key aspects of the Group.

Business and Organisational Development Group

The Business and Organisational Development Group provides a contemporary and integrated approach to assist Managers and the broader organisation to foster a high performing, values driven culture, providing high level advice and solutions across a broad range of human resources, learning, well-being and system improvement activities that support efficient and effective service delivery.

Communications and Marketing Group

Maintaining strong communication and engagement with Council's many stakeholders, both internal and external, is key to ensuring the organisation's success.

The communications team facilitate this connection through a variety of mediums such as media, community engagement sessions, Council's website, and social media to name a few.

In addition, the team assists with organisational marketing such as branding, tourism, and promotion of shows and events.

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Finance and Information Group

Council's Finance team play a vital role in ensuring Council are able to achieve its strategic goals arising from its Community Strategic Plan, Delivery Program, Annual Operational Plan and Long-Term Financial Plan.

Sound financial management is essential to enable Council to continue delivering high quality services, facilities and infrastructure while maintaining financial sustainability into the future.

Council's Information Services team ensure that Council's systems, Records and IT infrastructure are developed and maintained to ensure they are efficient, relevant and importantly secure.

Information systems are crucial to Council's ability to provide services and facilities to the community with data integrity, privacy and availability being of the highest importance.

The attraction, training and retention of suitably qualified and skilled staff is essential to achieving these goals.

Corporate and Community Group

The Corporate and Community group aims to partner with local agencies to deliver relevant services within the City and work towards safe, active, cultural and social opportunities for all age groups in the life cycle.

The Community group directly manages significant facilities: the Visitor Information Centre, Living Desert, Library, Broken Hill City Art Gallery and Albert Kersten Mining and Minerals Museum.

Corporate Services manage a shared services model for the successful operation of the organisation including frontline Customer Service, also a variety of legislative compliance matters and development of the Community Strategic Plan for future planning for the City in partnership with local agencies.

Planning and Community Safety Group

The essence of the Planning and Community Safety Group is to develop Broken Hill as a liveable and sustainable City. This multifaceted group includes Planning, Building, and Environmental Compliance.

Each of these teams work together to balance the growth of the City's economy with appropriate development, statutory requirements, social considerations, environmental and sustainability issues along with the needs of the community.

Economic Development Group and Tourism

The Economic Development and Tourism Group plays a leading role in ensuring Broken Hill is an appealing and attractive City for residents, business and visitors alike.

By taking a pro-active and integrated approach to Economic Development, Commercial Strategy, Tourism Development, Visitor Information, as well as Events and Conferences and Entertainment, the group ensures that long term strategies for the growth and prosperity of the City are achieved.

In operating with a relatively flat structure, Council achieves success and a high level of service delivery through the engagement of cross organisational working groups; coupled with effective internal working relationships, as these are critical to effective decision making and the achievement of positive outcomes.

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Organisational Workforce Profile @ March 2022

As identified in the tables opposite, Council has a permanent workforce of around 145 FTE, equating to just over 180 people.

The range of employment types provides Council with a high level of flexibility within its workforce to ensure the necessary resources are available to meet the actions identified in the 4-year Delivery Program and in turn deliver the outcomes identified in the Broken Hill 2040 Community Strategic Plan.

Temporary positions make up a key element of our workforce and these roles are critical to us delivering on specific projects and meeting short term resourcing needs. The significant number of

trainee/apprentice/cadet roles is a direct reflection of the importance that Council places on our "growing our own talent", while our part-time roles are strong indicator of Council's approach to work/life balance.

In addition to our permanent and temporary employees, casual employees also form an important part of Council's workforce, and their engagement is generally demand driven by business requirements, specific programs and seasonal or holiday requirements across specific areas such as hospitality and event related activities.

Over recent periods, our casual workforce has ranged from 6.57 FTE down to our current 2.57 FTE.

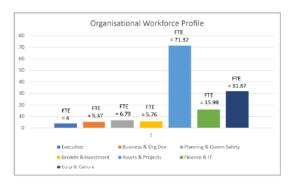
Gender

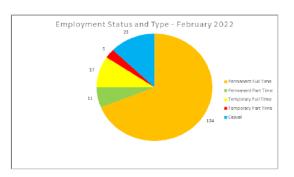
Overall, Council's permanent workforce is made up of around 60% male employees and 40% female employees. This ratio is inclusive of our casual workers.

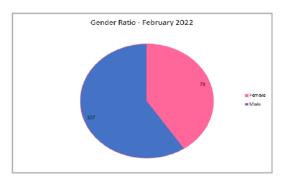
This breakdown is generally representative across Council, however within some specific workgroups, the balance is more heavily weighted towards specific genders.

Specifically, the infrastructure team has a high proportion of male employees, while females are the predominant gender in our Corporate and Cultural Services teams.

Whilst starting to change, these imbalances tend to be historical and as a result of those occupational areas attracting people of a specific gender.





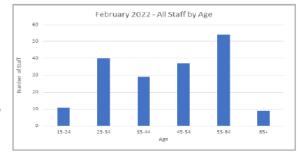


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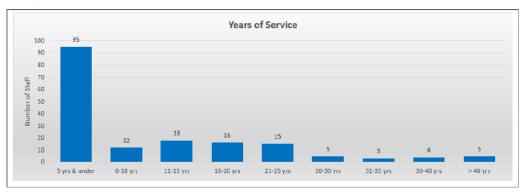
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Age Breakdown

- Council's workforce has a diverse spread across the various age groups
- Around 56% of employees are aged 45 and over, with around 35% having the potential to retire within the next 10 years.
- More specifically, in excess of 64% of employees in the Assets and Projects Directorate are over the age of 46 and around 47% over 56. With a large number of these employees engaged in more physically demanding trades and operational activities, WHS issues are important considerations.



 The number of employees under 25 (7%) is in part reflective of local government not having an attractive profile to the younger segment of the labour market.

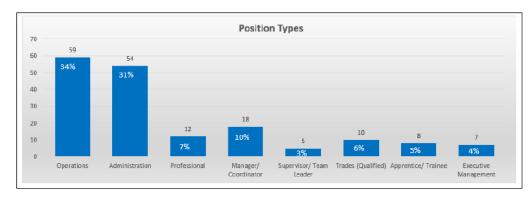


Years of Service

- A significant proportion of our employees have less than 10 years' service and this directly relates to both our "grow our own talent" and the steady rate of employee turnover.
- The figures are indicative of the current labour market where employer longevity is no longer a key priority for people.
- The figures are also consistent with contemporary trends of employees changing both employers and careers on a more regular basis than before.
- Capable and motivated new employees result in fresh ideas and approaches.
- With just over 40% of employees with more than 10 years' service, retention of large amounts of corporate knowledge is an important issue.

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Position Types

- Council's workforce is evenly spread across the occupational groupings, reflective of a strong skill base and the diverse nature of Broken Hill City Council.
- We have a relatively healthy number of professional and trade qualified staff (around 21%), with operational sector representing 34% of our workforce.
- Less than 18% are in leadership roles which aligns with our flat structure.
- The figures are also indicative of the current approach to ensuring the necessary allocation of resources for the effective delivery of services and outcomes to the community.

Key Workforce Indicators

Turnover %

- Over the last four years, Council's staff turnover has averaged just over 13%.
- The level of employee turnover is higher than historically for Council and has resulted from a focus on retaining and attracting employees who align with our organisational values.
- This rate is also ensuring that there are opportunities to refresh the workforce through internal promotion and new employees.

Staff Turnover % 20.00% 17.45% 15.50% 10.00% 8.39% 5.00% FY18 FY19 FY20 FY21

Excess Annual and Long Service Leave

- Shows the commencement in reducing the amount of excess leave.
- Indicative of our continued proactive approach to reducing excess leave balances.
- These trends also reflect the application of our approach to work/life balance and employee health and wellbeing.



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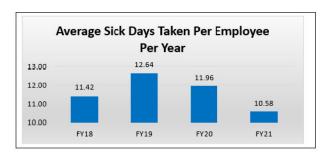
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Unplanned Leave

- Use of Sick/Carers Leave is at appropriate levels – less than three weeks/ person/year.
- Reflects a supportive work environment and the increase in broader caring requirements of employees.
- Use of Sick/Carers Leave aligns with a workforce that is engaged and committed.

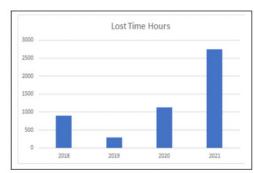


- Average spend per employee in recent years has been just under \$2.5K
- Strong reflection of our focus on employee development for retention and succession planning
- Learning and Development investment covers entry level training through to career enhancement support





Lost Time Hours



- Average LTI hours have been less than 1000 in recent years.
- This low rate indicates a strong position, especially given the diverse and highrisk nature of our operations.
- The 2021 upward trend is a result of one serious injury and was compounded by a prolonged recovery period which delayed the return-to-work process.

Workers Compensation at a % of Wages

- Average premium over the past years is just over 3%.
- Very positive indicator of effective claims management and injury rates.
- Evidence of the success of our Health and Wellbeing Program.



Recruitment

Over the 2021 calendar year, Council undertook 30 individual recruitment actions which attracted 264 applications. Of these only four positions were not able to be filled and required a further

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recruitment action. These figures reflect Council's current status as an employer of choice and an organisation that is able to attract high quality candidates with the right fit.

In addition, 2021 saw 18 secondment opportunities for internal staff, with 5 of these secondments resulting in permanent recruitment into new positions by internal candidates, which is further evidence of our commitment to developing our employees and providing career opportunities for the right people in all areas of the organisation.

Organisational Cultural Survey Results

In aiming to develop and maintain high levels of employee engagement at Council, we have undertaken Organisational Culture and Effective Assessment Surveys in 2019, 2021 and 2022.

Council has continued to make significant investment in the development of both its leadership and culture. Cultural change necessarily proceeds, in the first instance, "top down" for two reasons:

- As a precursor to sustainable change, the kind of behaviour representative of the desired culture, must be consistently modelled by the leaders within the organisation.
- Leaders (not OD, HR or external consultants) must own and in fact personally deliver many of the important cultural change interventions. Therefore, it is important to equip them with the skills they need to do this.

Each of these surveys have shown positive results across all areas of the work environment and of particular note is that the results improve year on year.

OCI and OEI Outcomes

On the positive side, the outcomes data shows that staff feel:

- Clear on what is expected of them.
- Inspired and motivated to do high quality work.
- Positive about working at Council and intend to stay.

- Comfortable that they are not facing impending lay-offs.
- Good when they are on the job and not experiencing excessive levels of stress.
- Their teams work well together within themselves
- Teams cooperate well with other teams and work units.
- They feel proud of the work they do in their department.
- The organisation is able to adapt well to change and is responding well to change.

The 2022 survey results confirmed that our people are committed to doing a good job and delivering quality customer service through a strong team culture. All of which points to a workforce that is aligned with our Values and Workplace Behaviours and well positioned to achieve our Delivery Program and Broken Hill 2040.

In addition, all council staff were invited to participate in a World Café – Shaping our Future Workshop in February 2022, in which 121 staff members attended and were to discuss and develop action plan items for implementation relating to the three below questions:

- What can we do to ensure we stick to our values?
- 2. How can we better recognise staff effort and contribution?
- 3. How can we show we're committed to our community?

The results of both the surveys and staff workshop have also indicated a number of areas where further work can occur in order to continually improve on the work environment, including internal communication, performance management and reward and recognition.

As we continue to review and evaluate our performance, these areas will become a focus for continuous improvement in our journey to ensure we maintain high standards and remain an employer of choice.

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Employee Organisational Cultural Survey Comparison Results





2019 Actual Culture n=103 (left) vs 2022 Actual Culture n=96 (right)

Summary

Overall, our workforce is not only diverse, it is also balanced and robust, ensuring that Council continues to position itself to adapt and respond to the future environment and deliver on the activities and commitments contained in the Delivery Program.

Council's workforce demographics and indicators provide a positive picture of the organisation and place us in a strong position with regard to the current workforce and environment. In particular, it is clear that there is a high level of employee engagement and positive organisational culture.

Additionally, a strong skill base is evident – both professionally and operationally, along with a focus on developing and supporting our workforce in their current and future careers.

All of this provides Council with a strong platform to build on and continue to grow and enhance our city, whilst at the same time being positioned to adapt to the ever-changing nature of the local government sector.

Whilst the current workforce situation is very positive as evidenced by our workforce demographics and employee culture survey results, workforce challenges continue to exist.

These factors have influenced the initiatives and actions identified in this strategy, with the aim of ensuring that we continue to further enhance the organisation and value add for the benefit of our employees and community.



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ORGANISATIONAL CHALLENGES AND STRATEGIES

Council has a key role to play in ensuring that our city continues to grow and prosper through delivering on our community's objectives and being sustainable in all aspects – environmental, financial, social and good governance.

Considering both the internal and external influencers, along with our key workforce indicators, Council has identified a number of future challenges from a workforce perspective, including:

- Ongoing reform of the local government sector
- Ongoing legislative change and increases in compliance requirements across a variety of functions
- Maintaining our position as a regional leader and supporting our colleagues within the sector
- Increased digitisation of our business through the enhanced use of emerging technology
- Changing the perception of local government as an employer particularly for Gen Y
- The need for strong and effective leadership to drive change and have a positive impact on our organisational culture
- The continuing need to balance employee expectations with opportunities and challenges and providing appropriate levels of employee development and promotional pathways
- Ensuring that our current Employee Benefits Package and associated Reward and Recognition approaches remain contemporary and appropriate
- Ensuring effective engagement with a multigenerational workforce
- Managing the ageing sector of our workforce – with particular regard to the high-risk nature of a number of our functions

- Workforce health and wellbeing against a background of increasing drug, mental health and domestic violence issues.
- Skill shortages within specific occupational areas
- Retaining highly skilled, capable, motivated and engaged employees

In addition to these key challenges, Council's Delivery Program identifies a number of initiatives and strategies that will impact directly on our workforce resourcing, including:

- Commercial Business Growth
- · Ongoing Service Reviews
- Continuation of the Council's Grow our Own Talent
- · Information Management Strategy
- Struggling Community Services Sector
- An attractive liveable community requires a range of activity and social support services. There are sizeable gaps within significant basic services (such as childcare) as a result of inappropriate funding models for remote communities and youth directed activities.

All of these considerations inform our approach to workforce management and in particular ensuring we have the right number of employees with the right capabilities to deliver effective operations and services, whilst also ensuring a level of diversity that reflects our community.

Our current workforce demographics and operating environments have guided the identification of the initiatives and actions; and these are aimed at building on our key strengths while also addressing those areas where challenges and opportunities exist.

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WORKFORCE MANAGEMENT STRATEGY - KEY THEMES

Council's workforce is one of the critical drivers in ensuring that we deliver the best possible service to the community and can also position ourselves to meet the challenges of the future.

This will be achieved through a collaborative approach across all areas to ensure a safe, positive and vibrant working environment and a workforce culture that reflects our organisational values.

This Workforce Management Strategy considers both our internal and external environments and takes a holistic and structured approach to ensuring that Council can effectively attract, develop, reward, support, protect and lead our people. In achieving this, Council will have a workforce that is capable, engaged, adaptable and resilient – enabling us to deliver on our identified community and organisational plans.

The strategy focuses on ensuring a people-oriented approach to all aspects of the employee experience at Council.

Specifically, there are a number of themes to our employee experience, and these reflect Council's focus on attracting, developing and retaining quality people, providing a positive, safe and supportive work environment and ensuring an engaging culture through strong and effective leadership.

The model provides an overview of the Council employee experience and the key themes associated with this Workforce Management Strategy.

These themes and the associated actions for achieving our Delivery Program and ultimately Broken Hill 2040 are outlined in more detail on the following pages.



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Attracting our People

We ensure our ongoing organisational capacity through understanding our current and future workforce needs. Effective recruitment and selection strategies are used to attract and secure the best people. Opportunities are provided for people to gain exposure to Council and what it has to offer through specific work placement arrangements.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Workforce Planning - A thorough understanding of our current and future workforce needs	Effective workforce planning procedures and tools are available to leaders Workforce demographics are used to guide decision making Ensure that we have the right people in the right jobs at the right time – develop/recruit/outsource?	Enhance current reporting on workforce demographic data Continue to provide workforce planning support for Council's Service Reviews process Enhance the process for Exit Interviews	June 2023OngoingJune 2023	Workforce data is provided to Groups monthly 100% of employees able to participate in Exit Interviews
Recruitment & Selection – Attract and engage quality people	Recruitment actions are values and behaviour based Ensure effective recruitment marketing and promotion Recruitment approaches are fit for purpose and merit based Opportunities are available for career progression	Continue to implement values and behaviours component to recruitment process Utilise current technology and media as part of a revised Recruitment Marketing approach Enhance the current On-Line Recruitment system Review Council's Recruitment & Selection Procedures	OngoingOngoingJune 2023Ongoing	<10% positions readvertised Procedures Reviewed
Placements – Provide volunteer and work experience opportunities for people to experience what Council has to offer	Opportunities for work placement are provided across Council Support is provided to individuals to ensure their experience is both valuable and enjoyable Placements occur in line with agreed Council approaches Partnerships developed with educational institutions to facilitate placement opportunities	Create Volunteering Framework and Guidelines for implementation Review Council's Work Experience Process and Procedures Continued support of CUC and Local Tertiary Scholarship Programs	June 2023June 2023Ongoing	All Teams support requests for work placements

Developing our People

Council has the right mix of capable people to ensure excellent service delivery. Targeted and sustainable development of individuals both within their role and for career progression is essential to our success. Opportunities for employment and development in entry level roles, along with a positive and informative introduction to Council, are critical to ensuring a positive experience for new employees.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Trainees &Apprentices - Recognise the value of entry level development positions in all areas	Opportunities exist for trainees/ apprentices and graduates across Council Council's "Grow our Own Talent" provides an effective development platform Productive and supportive relationships between leaders and trainees/ apprentices/graduates Promote the value of Council's "Grow our Own Talent"	Create and Implement the Grow our Own Talent procedures Continue to find opportunities for School based Trainees Promote Council's "Grow our Own Talent" among broader industry network groups	June 2023AnnuallyOngoing	 10% of our workforce in Grow our Own program 2 Network meetings held each year
Employee Orientation – our people are embraced in an open and welcoming manner	A strong first impression of Council for new employees Provide a planned all of organisation approach to employee orientation New employees understand and model Council's values and behaviours	Enhance the Leadership Program Improve the Orientation Program for all employees Enhance the On-Line Orientation system	OngoingJune 2023Ongoing	Revised Orientation program in place Positive feedback received from new employees

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Talent Management - Key roles have succession plans in place	 Critical roles are identified in each team Potential successors are identified, confirmed and provided with tailored development opportunities High potential employees are supported and encouraged to grow and develop 	Develop a Talent Management framework to facilitate employee development approaches tailored to individual employee requirements Provide support to leaders for ongoing succession management	June 2023 Ongoing	Framework implemented
Learning & Development - Employee development opportunities are provided to all employees	Development Plans align to Council's agreed framework Employees have the capabilities required to perform their role Career development is encouraged and supported where suitability exists Maintain up to date compliance related training programs	Review the current Learning and Development Framework Deliver the annual Council Corporate Training Plan Deliver the annual Compliance Training Program Create and Implement Career Enhancement Procedure	 June 2023 June each year May each year June 2023 	Framework reviewed 100% of available programs delivered All employees have access to Career Enhancement support All employees have access to Career Enhancement support

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Rewarding our People

Regular communication between our leaders and their people will focus on performance, development and future opportunities. Council's contemporary approach to rewards and overall benefits allows us to attract and retain high quality people. Employees are rewarded having regard to the nature of their role, overall performance, loyal service, but more importantly their level of commitment and alignment with our values.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Employee Reviews - Regular Reviews recognise employee's capabilities and performance	 Annual skill assessments confirm employee skills and competencies Annual Performance reviews identify key achievements and commitment to Council Effective and meaningful salary progression Employees and leaders are actively involved in reviews 	Continue to utilise technology to facilitate employee reviews Further develop the capacity of our leaders to have effective review/development conversations	Ongoing Ongoing	100% of employee reviews completed All leaders receive training
Fixed Pay - Salary levels reflect role parameters and the broader market	The evaluation of positions reflects a contemporary approach and market rates Pay rates are regularly reviewed against industry benchmarks Attraction & Retention incentives are applied where required	Investigate alternative job evaluation systems Ongoing participation in industry surveys regarding remuneration and employment conditions Regular reviews of skill sets to ensure they reflect the role and skills required	June 2023AnnuallyOngoing	Evaluations undertaken for all new/changed roles 2 benchmarking surveys completed annually All skill sets current
Performance Incentives – Council's best performers are identified and rewarded	Incentives are provided to our best employees Incentives are closely linked to our corporate goals and desired behaviours Incentives are meaningful and motivate and reward high performance The reasons for incentives are communicated by our leaders	Ongoing support for our leaders in the effective implementation of the Performance Incentive process Enhance employee awareness of the Performance Incentive program	Ongoing June 2023	Performance incentives awarded in all Directorates annually

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Key Area	Specific Outcomes	Actions	Timeframe	Measures
Recognition Scheme - Commitment, loyalty and values are recognised and rewarded	Demonstration of values are recognised through on the spot rewards Employees are recognised for sustained engagement and service through recognition of service milestones The reasons for recognition awards are communicated by our leaders	Review loyalty recognition program Support leaders in the application of the On the Spot recognition program	June 2023 Ongoing	100% of employees reaching milestones are recognised On the spot rewards provided in all teams

Supporting our People

We have a commitment to open, transparent and productive working relationships and arrangements based on Council's Values. Two-way communication, delivering on agreed commitments, valuing all contributions and recognising individual differences is critical to a work environment that is positive and free from harm.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Work/Life Balance - Council supports varied work arrangements where there are mutual benefits	 Ensure flexible work approaches are fit for purpose, merit based and align with business requirements Leave and other arrangements provide work/life balance for employees Leaders support flexible work arrangements 	Review Council's Leave Policy and Procedure to encompass all leave aspects Review the Flexible Work Arrangements Procedure	June 2023 Ongoing	100% of work/life balance options supported
EEO & Diversity - A diverse workforce within an environment free of discrimination, harassment and bullying	Diversity is recognised and valued by all employees EEO principles are embedded in our policies and workplace practices Specific employment strategies/ opportunities are encouraged and supported A workforce that reflects the diversity of our community	Review Council's EEO & Diversity and Bullying & Harassment Procedures Develop an EEO/Diversity Framework that reflects a Zero Harm approach Continued support for the First Nations Employment targets within Council's Reconciliation Action Plan 2022	June 2023June 2023Ongoing	No reported issues of discrimination, harassment or bullying

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Key Area	Specific Outcomes	Actions	Timeframe	Measures
Employee Welfare - Professional and independent support is available for employees	 Council's Employee Assistance Program is available at all times for staff A range of support/assistance arrangements are available for workplace and personal issues Issues are identified and addressed promptly 	 Review Council's Employee Support Framework Review the scope of Council's Employee Assistance Program Ongoing liaison and reporting with the EAP Counsellor regarding workplace issues and the work environment 	June 2023June 2023Ongoing	EAP service available to all employees
Workplace Relations - A consistent, productive and positive work environment	Open and productive working relationships exist All employees accept personal responsibility and accountability Effective Industrial Relations frameworks are in place Leaders address poor performance, behaviour and standards promptly and strongly Workplace issues are dealt with in an appropriate and timely manner	Implement relevant updates from Consent Award negotiations Reinforce Council's behaviour standards through the Values Review Disciplinary and Grievance Procedures Review the Performance Management Procedure Support our leaders and employees to ensure that inappropriate conduct/ performance is addressed	 December 2022 Ongoing December 2022 June 2023 Ongoing 	All Award obligations are met 100% employee performance issues resolved Employee surveys indicate a positive work environment

Protecting our People

The safety of our people and community is a key aim for Council. The ongoing development of appropriate systems and frameworks will ensure that the safety of our people and community is a key aim for Council. The ongoing development of appropriate systems and frameworks will ensure that the safety of our people and community is a key aim for Council. The ongoing development of appropriate systems and frameworks will ensure that the safety of our people and community is a key aim for Council. The ongoing development of appropriate systems and frameworks will ensure that the safety of our people and community is a key aim for Council. The ongoing development of appropriate systems and frameworks will ensure that the safety of the safewe deliver on this responsibility. Proactive employee wellness supported by holistic risk management approaches that aim to prevent adverse outcomes for our people are critical elements of maintaining a positive work environment with a focus on risk mitigation and health and safety.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Employee Health & Wellbeing - A fit and healthy workforce		 Review Council's Workplace Wellness Framework. Develop an annual calendar of events for the Health & Well Being program Engage the WHS committee to expand Health & Well Being program delivery Establish a Zero Harm culture for all aspects of the workplace 	 June 2023 Annually - March/April June 2023 Ongoing 	 Framework developed Minimum 2 events delivered annually Attendance at events grows by 10% annually Zero Harm campaign in place
Risk Management - Risk Management is an embedded business practice	 Risk Management is a key component of all Council's activities Council's Enterprise Risk Management system is contemporary, robust and complete. Risk identification, assessment and control occurs in a consistent manner across Council. Effective insurances are in place to protect Council and our people 	 Review and implement risk management policy, procedures and tools Review procedures for the management of public liability issues Undertake corporate risk management planning Improve incident reporting system functionality Training provided for all employees in risk management Insurances reviewed and renewed as appropriate 	 June 2023 June 2023 Annually – June Ongoing As per Corporate Training Plan Annually – May 	 Procedures and tools developed Corporate Risk Plan endorsed Training delivered to 100% of employees Insurance Renewal completed

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Key Area	Specific Outcomes	Actions	Timeframe	Measures
Safe Work Environment - A workplace that is safe and healthy	Council's Safety Management System is contemporary, robust and complete Employees are empowered to report and address WHS issues Incidents and hazards are investigated, and corrective actions implemented	 Review and implement WHS policy and procedures. Develop KPIs (lead and lag), measurement and reporting tools for WHS issues Training for all employees in WHS and Hazard/ Incident reporting Review and implement Incident (and Hazard) investigation procedures Report to organisation status of incident and hazard close out rates 	 June 2023 Annually As per Training Plan June 2023 Ongoing 	 Procedures developed Training delivered Regular reports on agreed KPIs provided
Emergency Preparedness – Council is resilient and agile and able to deal effectively with disruption	 Effective emergency management approaches exist for all Council's facilities Effective business continuity approaches exist for all Council's operations 	Review and implement Emergency Preparedness Policy and procedures. Review, emergency plans for all facilities Review of Business Continuity Procedures and plans across Council Conduct Business Continuity Plan exercise	 June 2023 Biannually (2023) December 2022 Biannually (2022, 2024) 	Procedures developed All emergency plans current Procedures and BCPs in place Exercises completed
Injury Management - Injured employees are effectively returned to the workplace	 Pro-active systems exist to support injured employees Employees and leaders take responsibility for injury management and RTW Injury management approaches are contemporary and successful 	Maintain the current proactive approach to injury management Review Council's Personal Injury Management procedures Review and update Return to Work program Maintain effective working relationships with external injury management stakeholders Continue with regular medical and claims reviews	 Ongoing June 2023 Biannually (2022, 2024) Ongoing Ongoing 	Procedures reviewed RTW program reviewed Quarterly Reviews conducted

Leading our People

Our leaders demonstrate the organisations values and principles and reinforce our desired culture. Strong leadership, the desire and capability for continuous improvement and driving change are critical to ensuring a high performing and sustainable organisation. Council's leaders continue to move the organisation forward in a positive direction.

Key Area	Specific Outcomes	Actions	Timeframe	Measures
Strong Leadership – Effective and committed leaders at all levels	Leaders demonstrate our identified leadership culture Leaders create a sense of direction and empower theirpeople Effective leadership development programs and opportunities Leaders demonstrate a strong commitment to their own personal development Emerging leaders are supported and encouraged	Enhance the Leadership Development Program All Leaders have an endorsed Leadership Development Plan Facilitation of the HR Forum for all leaders	Annually Annually September 2022 and biennially	 100% of leaders have a Leadership Development Plan HR Forum delivered with 100% leader attendance
Organisational Culture - A positive, vibrant and responsive organisation	Mutual trust and respect are demonstrated by all employees Our Values are the basis on which employees conduct themselves Continuous improvement and innovation underpin our business approach Employees are committed to Council and delivering for the community	 All people management approaches are aligned to our Vision and Values Values included in all position descriptions Zero Harm approach applied to all aspects of the work environment 	Ongoing Ongoing	100% of position descriptions reflect the Vision and Values

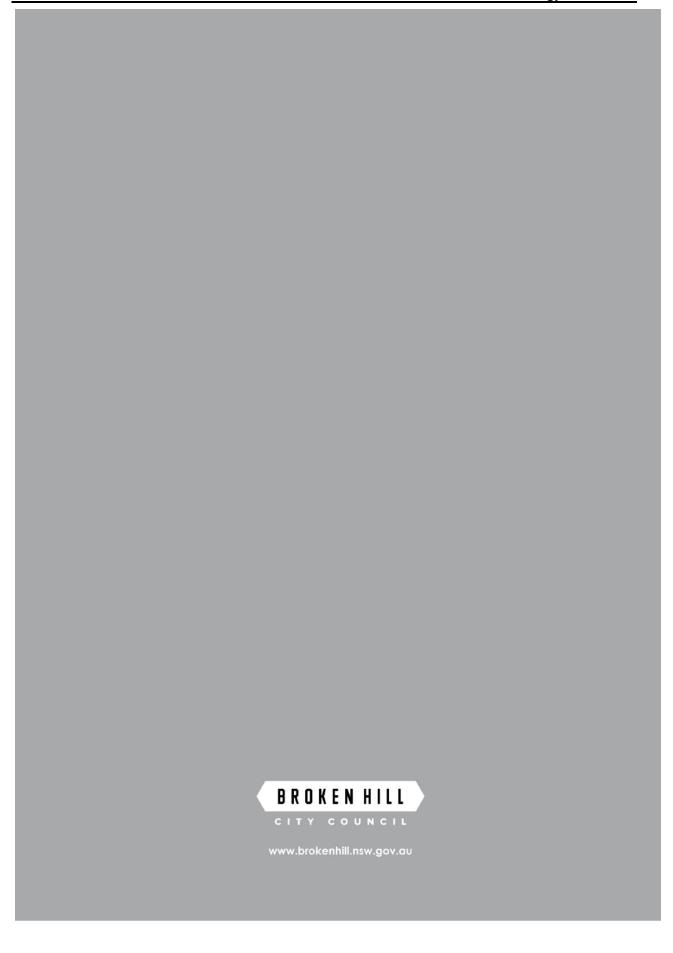
Key Area	Specific Outcomes	Actions	Timeframe	Measures
Employee Engagement - A workforce that is engaged and empowered	 Two-way communication and feedback occur with all employees Consultation and inclusive decision making always Cross organisational working relationships and opportunities are fostered 	Implement the 2022 Shaping Our Future Employee Action Plan Continue to promote whole of Council employee planning workshops Develop and implement an Employee Engagement Strategy	December 2022OngoingJune 2022	100% of agreed actions completed Increase in employee attendance rate Employee surveys show high levels of satisfaction and commitment
Strong Governance – sound processes and ethical decision making	High standards of conduct by Council officials Decision and actions are equitable, accountable and transparent Participative, collaborative and responsive approaches Legislative and compliance obligations are met	Review Council's Governance Framework Code of Conduct training delivered to all employees and councillors Implement relevant updates to the Local Government Act Review Public Interest Disclosure Procedures Review the Privacy Management Plan	Biannually 2022, 2024 Annually As required As required June 2023	No Code of Conduct complaints received 100% legislative compliance achieved with plans and policies

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REFERENCES AND RESOURCES

- Integrated Planning and Reporting Guidelines for Local Government in NSW 2021
- Local Government Act 1993
- Local Government (General) Regulation 2005
- Local Government Workforce Strategy 2016-2020
- Broken Hill City Council Consent Award
- Broken Hill 2040 Community Strategic Plan
- Broken Hill City Council Delivery Program 2022-2026
- Annual Report 2020/2021
- Community Relations Commission and Principles of Multiculturalism Act 2000
- Anti-Discrimination Act 1977
- Workplace Health & Safety Act NSW 2011
- Workplace Health and Safety Regulation 2017
- Regional Development Australia Far West NSW Workforce Development Study 2019
- Far West Regional Economic Development Strategy 2018-2022
- Far West Regional Plan 2036
- Census Profile ID. Australian Bureau of Statistics (ABS) 2016
- Census Profile Id. Australian Bureau of Statistics (ABS) 2022
- National Economics (NIEIR) 2022
- National Skills Commission: http://www.nationalskillscommission.gov.au/our-work/skills-priority-list
- Australian Local Government Association (ALGA): http://alga.asn.au/no-let-up-in-local-government-skills-shortage-report
- Australian Local Government Association (ALGA): http://alga.asn.au/local-governemnt-workforce-and-future-skills-report-australia/

Draft Workforce Management Strategy 2022-2026



ORDINARY MEETING OF THE COUNCIL

June 22, 2022

ITEM 6

BROKEN HILL CITY COUNCIL REPORT NO. 151/22

SUBJECT: BROKEN HILL LIBRARY AND ARCHIVES PROJECT DESIGN

AMENDMENT - ADDITIONAL FEES D22/32340

PREVIOUS ITEMS: MM3/22 - BROKEN HILL CBD REVITALISATION PROJECT -

REVISED PROJECT SCOPE AND FUNDING SUBMISSION -

Ordinary Council - 23 Feb 2022 6:30pm

Recommendation

1. That Broken Hill City Council Report No. 151/22 dated June 22, 2022, be received.

- 2. That Council note the additional architectural fees for the redesign of the library in accordance with Council Resolution Minute No. 46735 dated February 22, 2022.
- 3. That Council approve a variation to Tender T18/4 to the value of \$327,150 (Ex GST) to complete the final architectural detailed designs and provide ongoing architectural services during the construction process
- 4. That Council endorse the revised designs of the Library/Archive and proceed to final designs and issue tender for construction.

Executive Summary:

At the Ordinary Meeting of Council held 23 February 2022 (Minute No. 46735), Council resolved the following:

- 1. That Mayoral Minute No. 3/22 dated February 23, 2022, be received.
- 2. That Council submit a variation in funding to Federal & State Government for the funding achieved for the Library/Archive & Revitalisation Project as outline in the Mayoral Minute.
- 3. That Council note Council's contribution is to be made up of \$6m, that has already been allocated/spent in Council's Capital Budget this financial year in relation to the CBD Revitalisation Project.
- 4. That Council's overall capital expenditure in relation to the Library/Archive and CBD Revitalisation Project has reduced by \$6m in accordance with the Mayoral Minute of 12 January 2022.

Following this resolution Council Officers together with lead Architect Neeson Murcutt have reviewed the project and developed a new design that aligns with the available funding for construction of a new Library and Archive.

The main part of the revised project focuses on the development of the Library and Archives with statutory (DA) requirements being fulfilled that include a carpark and limited scale landscaping works.

This report seeks approval for a variation to T18/4 Library Community Hub & Cultural Precinct Project of \$327,150 (ex GST) to undertake design amendments and prepare required documentation to issue construction tender and provide ongoing architectural services to the project during the construction phase.

This report also seeks endorsement of the Council for the final designs prepared, as per the attachment to ensure detailed designs can be prepared and construction tender issued to meeting funding requirements and overall deadline of December 2023.

A separate report will be provided to the July Works Committee meeting recommending appointment of an independent Project Manager for the construction phase of the project.

Report:

At the Ordinary Meeting of Council held 23 February 2022 (Minute No. 46735), Council resolved the following:

- 1. That Mayoral Minute No. 3/22 dated February 23, 2022, be received.
- 2. That Council submit a variation in funding to Federal & State Government for the funding achieved for the Library/Archive & Revitalisation Project as outline in the Mayoral Minute.
- 3. That Council note Council's contribution is to be made up of \$6m, that has already been allocated/spent in Council's Capital Budget this financial year in relation to the CBD Revitalisation Project.
- 4. That Council's overall capital expenditure in relation to the Library/Archive and CBD Revitalisation Project has reduced by \$6m in accordance with the Mayoral Minute of 12 January 2022.

Following this resolution Council Officers together with lead Architect Neeson Murcutt have reviewed the project and developed a new design that aligns with the available funding for construction of a new Library and Archive.

The main part of the revised project focuses on the development of the Library and Archives with statutory (DA) requirements being fulfilled that include a carpark and limited scale landscaping works. Design illustrations of the project are attached.

The design consulting fees associated with the revised project include:

- Design stage fees associated with a DA modification application, revised tender and construction drawings incorporating the new value management works
- 2. Modification works associated with sub-consultants including consulting engineers, planning, and other consultants
- 3. Engagement of a project management firm by Broken Hill City Council to deliver the construction stage of the project

The break-down of these costs are shown below:

Trade	DA	Tender	Construction	Total
Architect	\$40,830	\$58,100	\$20,840	\$119,770
Landscape	\$20,610	\$28,980	\$0	\$49,590
SEE Planner	\$0	\$0	\$0	\$0
Heritage	\$6,450	\$0	\$0	\$6,450
Sustainability	\$14,500	\$0	\$0	\$14,500
Traffic Consultant	\$4,500	\$0	\$0	\$4,500
Signage	\$0	\$10,500	\$0	\$10,500
Access	\$0	\$2,420	\$0	\$2,420
BCA Consultant	\$0	\$2,800	\$0	\$2,800
Planning	\$8,500	\$0	\$0	\$8,500
Structural	\$0	\$17,250	\$0	\$17,250
Mechanical	\$0	\$18,000	\$3,000	\$21,000
Electrical	\$0	\$15,000	\$3,000	\$18,000
Hydraulics	\$0	\$7,800	\$2,500	\$10,300
Fire Engineer	\$0	\$7,020	\$2,250	\$9,270
Stormwater	\$0	\$3,000	\$2,000	\$5,000
Acoustics	\$0	\$0	\$6,000	\$6,000
Audio-visual	\$0	\$9,300	\$2,500	\$11,800
Fire Consultant	\$0	\$9,500	\$0	\$9,500
Specifications	Minimal (hourly rates)			
Total Costs (ex GST)	\$95,390	\$189,670	\$42,090	\$327,150

Project Management

The project management resources for the construction stage of the project will consist of two categories:

- 1. Internal project management by Broken Hill City Council.
- 2. External lead project management firm from the Broken Hill City Council panel of approved suppliers.

A Request for Tender (RFT) for external project management services is currently underway and will be presented to Council in July following consideration at the July Works Committee meeting.

Final Designs

This report also seeks endorsement of the Council for the final designs prepared, as per the attachment to ensure detailed designs can be prepared and construction tender issued to meeting funding requirements and overall deadline of December 2023.

As per the attached design minimal impacts have occurred to the overall design of the Library/Archive with a majority of the changes occurring through alterations to the landscaping, carpark and Town Hall Façade. Some minimal redesign works have occurred

within the library/archive to achieve efficiencies and better utilisation of space to reduce the overall footprint of the building to ensure the project can remain within the defined budget.

Community Engagement:

Not applicable

Strategic Direction:

Key Direction:	1	Our Economy
Objective:	1.3	Our history, culture and diversity is embraced and celebrated
Strategy:	1.3.2	Develop the Broken Hill Cultural Precinct Library and Archive

Relevant Legislation:

Local Government Act 1993

Financial Implications:

This report seeks approval for a variation to T18/4 Library Community Hub & Cultural Precinct Project of \$327,150 (ex GST) to undertake design amendments and prepare required documentation. This amount with be deducted from the overall project budget.

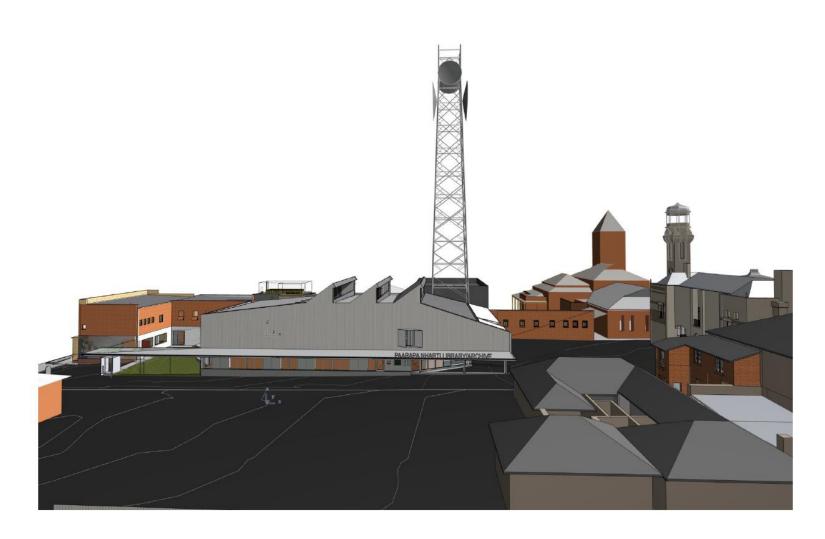
It is prudent to note that due to the escalation in construction costs, high inflation and the volatile world market that is currently being endured and experienced that the cost and budget availability will be subject to the final tenders received. The current proposed designs have been revised in accordance with the best known cost escalations and data available, however as noted above this is subject to a volatile world construction market and may be subject to further revision as time progresses.

Attachments

1. <a>Library Design Illustrations

JAY NANKIVELL GENERAL MANAGER





View from Argent Street



ORDINARY MEETING OF THE COUNCIL

June 23, 2022

ITEM 7

BROKEN HILL CITY COUNCIL REPORT NO. 152/22

<u>SUBJECT:</u> <u>NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY</u>

REPRESENTATIVES TO SECTION 355 COMMUNITY

COMMITTEES D22/29668

Recommendation

- 1. That Broken Hill City Council Report No. 152/22 dated June 23, 2022, be received.
- That Council appoints Mr Neil Jeyasingam, Ms Julua Hamel and Ms Melanie Chynoweth as community representatives on the Ageing Well Advisory Committee.
- 3. That Council appoints Ms Robynne Sanderson as a community representative on the BIU Band Hall Community Committee.
- 4. That Council appoints Mr Andrew Gosling as a community representative on the Broken Hill City Art Gallery Advisory Group and notes that this Committee has reached full membership.
- 5. That Council appoints Ms Sharon Hocking, Mr Peter Beven as community representatives on the Broken Hill Community Strategic Plan Round Table Committee.
- 6. That Council appoints Mr Clifford Turley, Mr Gary Cook and Mr Andrew Gosling as community representatives on the Broken Hill Heritage Advisory Committee and notes that the Committee has reached full membership.
- 7. That Council notes the resignation of Ms Jo Crase from the Broken Hill Heritage Advisory Committee.
- 8. That Council appoints Mr Alan Titcombe as a community representative on the Memorial Oval Community Committee.
- 9. That Council appoints Mr Peter Johnston and Mr Colin Casey as community representatives on the Norm Fox Sporting Complex Community Committee.
- 10. That Council appoints Mr Noel Hannigan as a community representative on the Picton Oval Community Committee.
- 11. That Council appoints Ms Julie Matthews and Mr Paul Riccard as community representatives on the Riddiford Arboretum Community Committee.
- 12. That the community representatives be advised of their appointment and advice also be sent to the Councillor Delegates/Chairpersons of Committees.
- 13. That Council notes that the current round of advertising closed on 22 June 2022 and Council will continue to advertise on social media and in the Barrier Truth for

nominations for specific committees that have not yet achieved an adequate number of community representatives.

Executive Summary:

Section 355 of the *Local Government Act 1993* provides that a function of the Council may be exercised:

- (a) by the council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means, or
- (b) by a committee of the council, or
- (c) partly or jointly by the council and another person or persons, or
- (d) jointly by the council and another council or councils, or
- (e) by a delegate of the council.

In accordance with Section 355 of the *Local Government Act 1993* Council previously established Committees to assist Council with the operation and management of its parks, ovals and reserves, these are called Section 355 Asset Committees. Council has also previously established Section 355 Advisory Committees to provide advice to the General Manager on specific operations of Council.

Council adopted Asset and Advisory Committee Frameworks and Constitutions at its Ordinary Meeting held 30 March 2022 as the governance structure by which a Committee operates. Membership on each committee forms part of the constitution and includes the number of community representatives, stakeholder representatives (if any) and Councillor representatives required for each Committee to function effectively.

Council also adopted Constitutions for two new S355 Advisory Committees (Ageing Well Advisory Committee and Youth Advisory Committee) at its Ordinary Meeting held 27 April 2022.

Advertising was conducted during March - May 2022 seeking nominations to fill the vacant community representative positions on the Section 355 Committees and Council appointed 50 community representatives to the various Committees at its Ordinary Meetings held 27 April 2022 and 25 May 2022. Council has since received the resignation of a member of the Broken Hill Heritage Advisory Committee (Ms Jo Crase, please see attached) reducing the number to 49.

Further advertising in the Barrier Truth and on social media was conduct during June 2022 to seek further nominations and at the time of finalising this report (23 June 2022) Council has received a further 16 nominations. This report is presented to Council to consider appointment of the further nominations.

Annual General Meetings of Section 355 Committees

Following the May Council Meeting, members of the public who had nominated and been appointed as community representatives at the April and May Council Meetings, were notified of their appointment.

Councillors were also notified of the community representatives of the Committee/s of which they are delegates. For Committees with three or more community representatives appointed, Councillors were requested to call their first meeting (Annual General Meeting)

appoint their Executive Members and set the Committee's meeting dates for the remainder of the year.

Report:

As per Council's adopted Asset and Advisory Committee Framework (adopted 30 March 2022) which states that:

• Committees are to be appointed every four (4) years, within six (6) months after the Local Government General Election. The term of office for all Committees will be aligned to the term of office of the current Council (four years).

Council is currently conducting a second round of advertising for nominations for community representatives on its Section 355 Committees, with nominations closing Friday, 3 June 2022.

A report will be presented to Council each month to progressively appoint representatives to the Section 355 Committees and further advertising will be undertaken in July if required to fill all vacancies.

Council appointed 50 community representatives at the April and May Council Meetings and and as at the date of writing this report, Council has received a further 16 nominations for consideration plus one resignation from the Broken Hill Heritage Advisory Committee (see attached).

The following table summarises the number of community representatives required on each Committee; the number of community representatives already appointed and further nominations received. It also includes, for Councillors reference, the Council delegate/s on each Committee.

Name of Committee	Number of Community Representatives as per Constitution	Number of Community Representatives appointed by Council Resolution at previous Council Meeting	Further Nominations Received as at 23/06/22	Council Delegate/s on Committees
Ageing Well Advisory Committee	Three community representatives of senior years or who care for a person in their senior years. Two community representatives from the First Nations community who are either of senior years or who care for a person in their senior years	0 Newly created Committee – advertising commenced 07/05/2022	3 Mr Neil Jeyasingam Ms Julua Hamel Ms Melanie Chynoweth	Councillor Algate Councillor Gallagher Councillor Page

Name of Committee	Number of Community Representatives as per Constitution	Number of Community Representatives appointed by Council Resolution at previous Council Meeting	Further Nominations Received as at 23/06/22	Council Delegate/s on Committees
Alma Oval Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	4 Mr Ron Butcher Ms Katrina Webb Ms Pamela O'Dwyer Mr Peter O'Dwyer	0	Councillor Boland
BIU Band Hall Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	2 Mr Wayne Orr Mr Mark Curtis	1 Ms Robynne Sanderson	Councillor Algate
Broken Hill Community Strategic Plan Round Table Committee	community representatives with governance experience and a demonstrated interest in issues associated with the implementation of the Community Strategic Plan	0	2 Ms Sharon Hocking Mr Peter Beven	Mayor Kennedy D/ Mayor Hickey Councillor Algate Councillor Boland
Broken Hill City Art Gallery Advisory Committee	7 community representatives with demonstrated experience in heritage, arts, culture and/or event planning	Ms Jenny Cattonar Mr Rick Ball Mr Clark Barrett Mr John Hart Ms Maureen Clark Ms Krystle Evans Ms Julie Horsburgh Ms Catherine Farry Prof Simon Molesworth AO QC Ms Joanne Crase	1 Mr Andrew Gosling The Broken Hill City Art Gallery Advisory Committee has reached full membership	Councillor Boland Councillor Turley

Name of Committee	Number of Community Representatives as per Constitution	Number of Community Representatives appointed by Council Resolution at previous Council Meeting	Further Nominations Received as at 23/06/22	Council Delegate/s on Committees
Broken Hill Heritage Advisory Committee	6 community representatives with demonstrated experience in heritage, arts, culture and/or planning	Ms Ghislaine Barbe Ms Christine Adams Ms Jeanette Thompson Prof Simon Molesworth AO QC Ms Joanne Crase (see resignation email attached)	Mr Clifford Turley Mr Gary Cook Mr Andrew Gosling (The Broken Hill Heritage Advisory Committee will reach full membership after adoption of the current nominations)	Councillor Boland Councillor Browne Councillor Turley 2 x vacant positions
Friends of the Flora and Fauna of the Barrier Ranges Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	Mr John Rogers Ms Merran Coombe Mr Jeffrey Crase Mr Geoffrey Hoare Ms Susan Spangler Mr David Spielvogel Ms Jill Spielvogel Mr Paul Reed Ms Gaylene Ford Mr Michael Ford Mr Karen Ford Mr Ronald Fletcher Ms Ann Evers Ms Kellie Scott Mr Jamie Scott Mr Evan Scott Miss Emily Scott	The Friends of the Flora and Fauna of the Barrier Ranges Community Committee has reached full membership	Councillor Browne
Memorial Oval Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	4 Ms Tanya Martyn Mr Chris May Mr Layne Ralph Ms Jody Whitehair	1 Mr Alan Titcombe	Councillor Gallagher Councillor Jewitt
Norm Fox Sporting Complex Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	0	2 Mr Peter Johnston Mr Colin Casey	Councillor Algate Councillor Turley

Name of Committee	Number of Community Representatives as per Constitution	Number of Community Representatives appointed by Council Resolution at previous Council Meeting	Further Nominations Received as at 23/06/22	Council Delegate/s on Committees
Picton Oval Sportsground Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	3 Ms Christine Adams Mr Paul Adams Mr Trevor Rynne	1 Mr Noel Hannigan	Councillor Gallagher
Riddiford Arboretum Community Committee	Reasonable number of community representatives reflecting the size and operations of the facility (to be agreed upon by the Executive)	5 Mr Wayne Lovis Ms Alison Sutton Ms Carey Guihot Ms Barbara Webster Mr Greg Curran	2 Ms Julie Matthews Mr Paul Riccard	Councillor Browne
Youth Advisory Committee	5 Three community representatives aged between 18-26 years or a parent/carer of a person aged 12-18 years. Two community representatives from the First Nations community aged between 18-26 years or a parent/carer of a person aged 12-18 years.	0 Newly created Committee – advertising commenced 07/05/2022	0	Councillor Boland Councillor Jewitt Councillor Turley
Totals		49	16	

ET Lamb Memorial Oval Community Committee

As per Council's resolution at the Council Meeting held 30 March 2022 to re-establish the ET Lamb Memorial Oval Community Committee if sufficient nominations for community representatives are received, Council advertised for nominations on the ET Lamb Memorial Oval Community Committee along with all other Section 355 Committees. Council will collect nominations over the duration of the advertising period and will present a separate report to Council for consideration of the re-establishment of the Committee once a sufficient number of nominations are received.

It should be noted that letters of appreciation have been sent to the outgoing community representatives on all Section 355 Committees as per Council's resolution at the 30 March 2022 Council Meeting. These letters also encouraged past community representatives to renominate.

Following the May Council Meeting, members of the public who had nominated and been appointed as community representatives at the April and May Council Meeting, were notified of their appointment. Councillors were also notified of the community representatives of the Committee of which they are delegates.

For Committees with three or more community representatives appointed, Councillors were requested to call their first meeting (Annual General Meeting) and to appoint their Executive Members and set the Committee's meeting dates for the remainder of the year.

The report is presented to Council to consider the nominations received during June and to appoint community representative to the various Section 355 Committees.

Community Engagement:

Council is currently advertising for nominations for community representatives on its Section 355 Committees, with nominations closing Wednesday, 22 June 2022. Further advertising will be conducted to achieve an adequate number of community representatives on Committees.

Strategic Direction:

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

Relevant Legislation:

Section 355 of the *Local Government Act 1993*Council's adopted S355 Asset and Advisory Committee Framework and Constitutions.

Financial Implications:

There are no financial implications.

Attachments

- 1. U Nomination Mr Neil Jeyasingam
- 2. U Nomination Ms Julua Hamel
- 3. Unimation Ms Melanie Chynoweth
- **4.** UND Nomination Ms Robynne Sanderson
- 5. Unimation Ms Sharon Hocking
- 6. U Nomination Mr Peter Beven
- 7. Unimation Mr Andrew Gosling
- 8. U Nomination Mr Clifford Turley
- 9. U Nomination Mr Gary Cook
- 10. Unimation Mr Andrew Gosling
- 11. U Nomination Mr Alan Titcombe
- 12. Unimation Mr Peter Johnston
- 13. U Nomination Mr Colin Casey
- **14.** Under Nomination Mr Noel Hannigan
- 15. U Nomination Ms Julie Matthews
- 16. U Nomination Mr Paul Riccard

17. <a>I Resignation from the Broken Hill Heritage Advisory Committee - Ms Jo Crase

LEISA BARTLETT EXECUTIVE OFFICER

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>

Section 355 Committee Nomination Form



Submission date: 20 May 2022, 4:42PM

Receipt number: \$355N-51

Related form version:

Contact Details

First Name	Neil
Last Name	Jeyasingam
Contact Number	
Do you have an email address?	
Email Address	
Applicant Street Number	
Applicant Street Name	
Applicant Suburb/City	Broken Hill
Applicant State	NSW
Applicant Postcode	2088

Committee Details

Which S355 Committee are you nominating for?

Ageing Well Advisory Committee

Ageing Well Advisory Committee

Please outline why you would like to be a member of this committee:	I am the Clinical Director for Far West Local Health District and an old age psychiatrist.
Please confirm that you are a person of senior years or you care for a person in their senior years.	yes
What is your previous experience with any committee? Please list name/s of Committee/s and periods of service.	

1 of 2

Please detail any other relevant information.

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18
I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.

Section 355 Committee Nomination Form



Submission date: 31 May 2022, 5:45PM

Receipt number: \$355N-57

Related form version: 7

Contact Details

First Name	Julua
Last Name	Hamel
Contact Number	
Do you have an email address?	
Email Address	
Applicant Street Number	
Applicant Street Name	
Applicant Suburb/City	Broken Hill
Applicant State	NSW
Applicant Postcode	2880

Committee Details

Which S355 Committee are you nominating for?

Ageing Well Advisory Committee

Ageing Well Advisory Committee

Please outline why you would like to be a member of this committee:

I love Broken Hill. A retired solicitor, I have bought a house in Broken Hill and consider it my permanent home. Because I am over 60, and retired, I hold a NSW Senior's Card (3054168).

Working with socially and economically disadvantaged people, I have a particular interest in helping people access

1 of 4

services that would improve their quality of life. With a background in assisting elderly people, I understand that different people have different needs. For example, an elderly person new to the area may not be aware of services available to them in Broken Hill, they may not know where or how to meet people with similar interests, or where to go to get help with a problem.

Loneliness is a key issue for many elderly people. I am keen to work with services, for example, RFDS Wellbeing Centre to find ways to promote its programs and services to elderly people. Through my work on the Lion's President's Project, and my own interest, I am a keen supporter of the Centre and believe the organisation offers ageing persons a variety of avenues designed to assist people maintain their physical, mental and psychological well-being.

Having a number of serious health problems, I believe that working with health services to find innovative ways to encourage health practitioners to work and remain in Broken Hill is key to improving the physical and mental health of older persons. Without a clear understanding of the Committee parameters, it may be useful to have someone from the State Government Regional Health Committee update the local Committee on directions that Committee is taking to attract medical professionals to the area.

Working with older persons with housing problems, I believe I could bring to the Committee ideas to help services assist these people. For example, in urban areas, some services are partnering with universities to connect students looking for accommodation with older persons who need someone in the house, not necessarily a carer but more a companion or to alert emergency services if something happens. This initiative is working well in urban areas so it may be something for the Committee to consider?

Concerns about legal matters, eg enduring powers of attorney, enduring guardians, advanced care directive, wills and housing arrangements can have a significant negative impact on older's mental and psychological health.

Communicating to our elderly population where they can get legal assistance is very important to easing their concerns. Is there sufficient information in Broken Hill about getting

2 of 4

assistance? Is there anything the Committee could do to advertise and/or promote legal services?

I am passionate about the situation of our First Nations residents. Working with Maari Ma to have the criteria to access federal funding to establish a contact centre and with First Nations clients in my work at the legal centre, I am aware of some of the problems that our elderly First Nations client experience.

Please confirm that you are a person of senior years or you care for a person in their senior years.

yes

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service.

Community Grants Assistance Panel (appointed 2022). Previous Committees:

Far West Law Society (Treasurer) - 6 months

Port Macquarie Domestic Violence Committee - 2 years

Armidale Community Housing Committee - 18 months

Please detail any other relevant information.

I would bring to the Committee commitment and passion. With skills in negotiation and persuasion, I believe my background, workplace experiences and life experience would mean I could bring a diversity of ideas for the Committee to consider to improve the well-being of older persons living in Broken Hill.

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NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMUNITY COMMITTEES

Declaration

I declare that I am over the age of 18
I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.

Section 355 Committee Nomination Form



Submission date: 9 June 2022, 11:16AM

Receipt number: \$355N-60

Related form version:

Contact Details

First Name	Melanie
Last Name	Chynoweth
Contact Number	
Do you have an email address?	Yes
Email Address	
Applicant Street Number	
Applicant Street Name	
Applicant Suburb/City	Broken Hill
Applicant State	NSW
Applicant Postcode	2880

Committee Details

Which S355 Committee are you nominating for?

Ageing Well Advisory Committee

Ageing Well Advisory Committee

Please outline why you would like to be a member of this committee:

I have over 12 years experience in aged care/ community sector

I have aging parents

Please confirm that you are a person of senior years or you care for a person in their senior years.

yes

What is your previous experience with any committee? Please Broken Hill Health council list name/s of Committee/s and periods of service. 5 years

Please detail any other relevant information.

Privacy

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 1998
- The purpose for collecting your personal information is to obtain and record details to assess your application.
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Declaration

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I declare that all the information provided in this application is given by me being the person named as the applicant.

Section 355 Committee Nomination Form



Submission date: 21 June 2022, 6:22PM

Receipt number: \$355N-62

Related form version:

Contact Details

First Name	Robynne
Last Name	Sanderson
Contact Number	
Do you have an email address?	Yes
Email Address	
Applicant Street Number	
Applicant Street Name	
Applicant Suburb/City	Broken Hill
Applicant State	NSW
Applicant Postcode	2880

Committee Details

Which S355 Committee are you nominating for?

BIU Band Hall Community Committee

BIU Band Hall Community Committee

Please outline why you would like to be a member of this committee:

I am a member of Broken Hill Civic Orchestra executive. The orchestra uses the BIU Band Hall on a regular weekly basis and is a stakeholder in the Band Hall. I'm also prepared to be on this committee just to give something back to the Broken Hill community.

Please outline details of any relevant experience for this committee:

I have been a member of the S355 BIU Band Hall Committee since 2016. I am also treasurer of Broken Hill Civic Orchestra, which uses the BIU Band Hall on a regular weekly basis.

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Rainbow Preschool Committee (treasurer) 1987-1988; Broken Hill Civic Orchestra Committee (treasurer) 2009current, also previously in 1990's; BIU Band Hall S355 Community Committee since 2016; secretary since April 2019

Please detail any other relevant information:

Substantial community volunteer involvement for many years including musical director Broken Hill Community Voices since 2005, musical director Village Strummers ukulele group since 2013, music and admin work for Anglican Church in BH since 1980.

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I declare that all the information provided in this application is given by me being the person named as the applicant.

Section 355 Committee Nomination Form



Submission date: 22 May 2022, 12:53PM

Receipt number: \$355N-53

Related form version:

Contact Details

First Name	SHARON
Last Name	HOCKING
Contact Number	
Do you have an email address?	Yes
Email Address	
Applicant Street Number	
Applicant Street Name	
Applicant Suburb/City	Broken Hill
Applicant State	NSW
Applicant Postcode	2880

Committee Details

Which S355 Committee are you nominating for? Community Strategic Plan Roundtable Committee

Community Strategic Plan Roundtable Committee

Please select a category from the list that you identify with:

A Community Representative, with previous governance experience and a demonstrated interest in issues associated with the implementation of the Community Strategic Plan

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:	Alma School P&C Chamber of Commerce from 1996-2009 YWCA from 1990 - current Broken Hill Community Inc 1999 - 2008 then 2018- current
Please outline why you would like to be a member of the Community Strategic Plan Roundtable committee and identify any previous governance experience:	To help our community work together, have a voice and make a difference for the future our our City. I am a JP, a public officer and have held executive positions on committees, dealing with, resolving and implementing governance rules and requirements for many years.
Please outline your interest in issues associated with the implementation of the Community Strategic Plan:	Broken Hill Community Inc is able to offer assistance with space, contacts and volunteers to hold Round Tables, information sessions and i, Sharon Hocking, am interested in resolving issues, listening to people's concerns and helping provide a clear and short response to the many issues, questions and criticisms that are raised.
Please detail any other relevant information:	

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
- The purpose for collecting your personal information is to obtain and record details to assess your application.
- The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.
- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

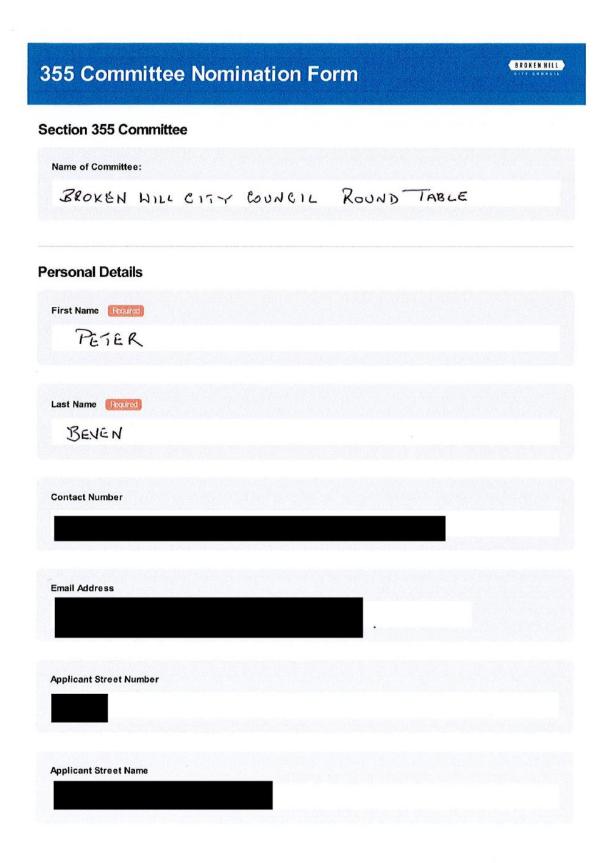
Declaration	

I declare that I am over the age of 18
I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.

2 of 2



355 Committee Nomination Form

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

BHCC TRAFFIC COM. (PRESENT); PAWD (INC AS PRESIDENT);
WEST 2000 & WEST 2000+ (ABOUT 3 % EACH); WESTERN

e/MENT MANASEMENT COM (MANY YEARS); UNINCORPOREA
AND ADJOINING L.G. AREA COM; UNINCORP ROADS COM. (CONT?);
NATIONALS NSD CENTRAL COUNCIL-REP. WESTERN NSW (FOR YEARS)

Please detail any other relevant information:

I TAKE AN INTEREST IN BROKEN HILL AND NATIONAL DENELOPMENT WORKS, NOW WE NEED TO CONNECT THE SEALED ROAD AT WARRI GASE TO THE SEALED ROAD NETWORK IN QLD, & GIVING OUR CITY A BOOST AS AN EXENDED ROAD NETWORK HUB.

Privacy

Privacy Statement

Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.

The purpose for collecting your personal information is to obtain and record details to assess your application.

The intended recipients of the personal information collected include Council officers or other agents contracted by Council. If necessary for reporting purposes, your name will be made publicly available via Council's Business Papers and on Council's website. Your contact details will not be made public on Council's website and will be removed from all applications and reports in Council's Business Papers.

The supply of your personal information may be by law or voluntary. If you cannot provide or do not wish to provide the information sought, Council may not be able to process your application.

You may make an application for access or amendment to information held by Council. Council will consider any such application in accordance with the Act. Enquiries concerning this matter can be directed to the Public Officer by email council@brokenhill.nsw.gov.au or addressed to Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.



355 Committee Nomination Form

Applicant Suburb/City		
BROKEN	HILL	
Applicant State (Select or	e option)	
J _{NSW}		
SA		
VIC		
QLD		
TAS		
WA		
ACT		
NT		
Applicant Postcode		
2880		

Committee Details

Please outline why you would like to be a member of this committee:

AS A MEMBER OF THIS COMMITTEE UP UNTIL THE LASS COUNCIL ELECTION, I WOUND LIKE TO CONTINUE.

I HAVE BEEN A VERY REGULAR ASSENDER AND PARTICIPATED

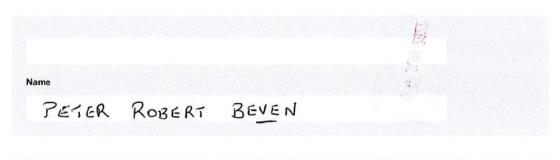
IN THE WORKINGS. EYERY TIME. I WOULD LIKE TO SEE IT

REALH ITS POSENTIAL - WITH FAR MORE NOMINEES ASSENDING,

Please outline details of any relevant experience for this committee:

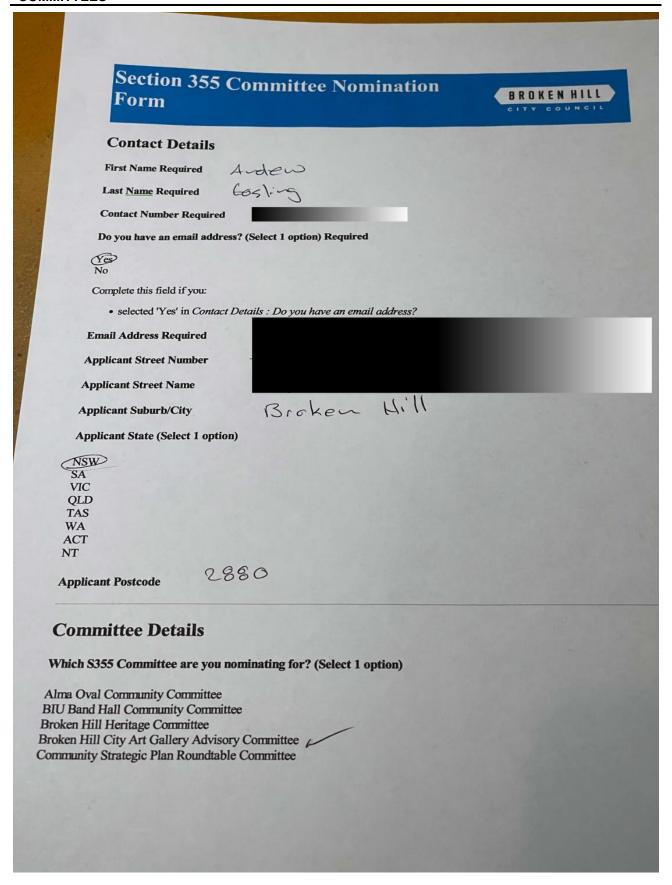
BORN IN BROKEN HILL, AND HAVE LIVED HERE AND ON SIDENONS NEAR BY, HAD MY ODN SINCE 1971 AND MANAGED IT UNTIL 2006, THEN MOVED TO B.H. I AM AN ATTENDER OF CITY COUNCIL MEETINGS AS OFFEN AS POSSIBLE

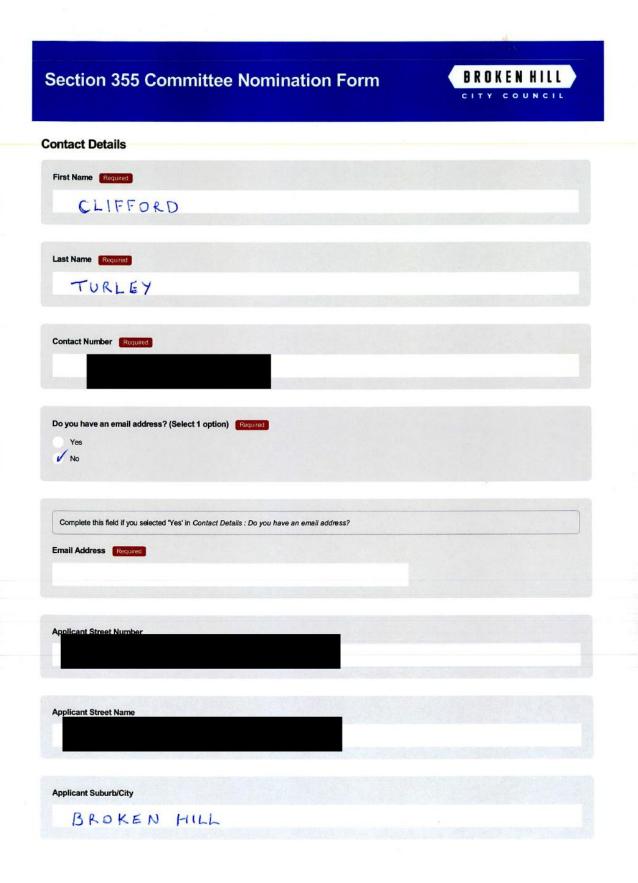
355 Committee Nomination Form



End of form

355 Committee Nomination Form

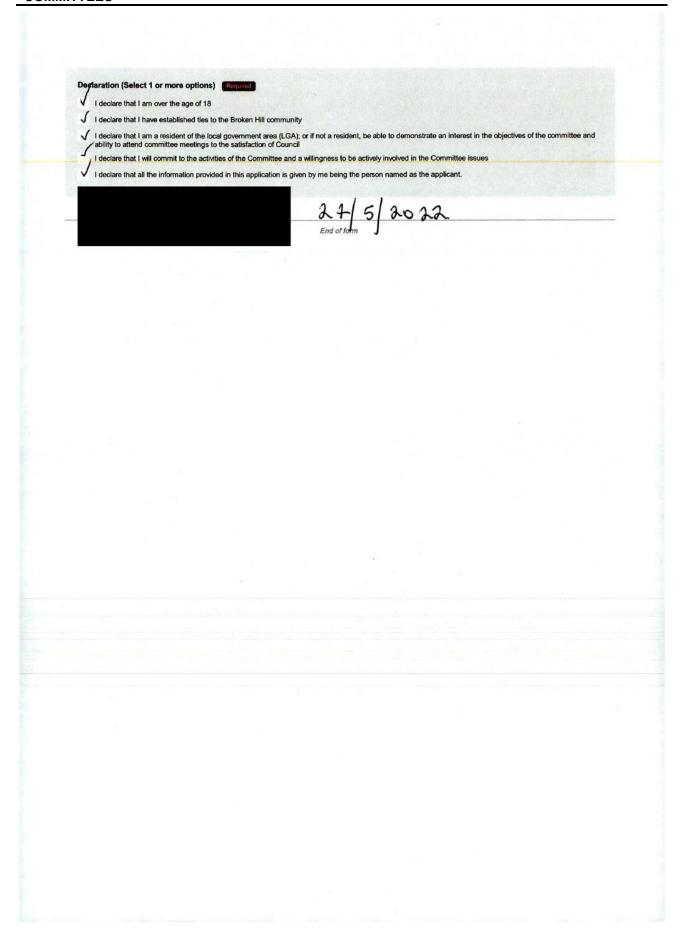




	cant State (Select 1 option)	
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	/IC	
	QLD	
	ras	
	NA .	
	ACT	
N.	NT	
pplic	cant Postcode	
,	1000	
C	2880	
mm	nittee Details	
Vhich	h S355 Committee are you nominating for? (Select 1 option)	
A	Ageing Well Advisory Committee	
	Alma Oval Community Committee	
В	BIU Band Hall Community Committee	
B	Broken Hill Heritage Committee	
	Broken Hill City Art Gallery Advisory Committee	
C	Community Strategic Plan Roundtable Committee	
F	Friends of the Flora and Fauna of the Barrier Ranges Community Comm	ittee
N	Memorial Oval Community Committee	
N	Norm Fox Sporting Complex Community Committee	
P	Picton Sportsground Community Committee	
R	Riddiford Arboretum Community Committee	
E	ET Lamb Memorial Oval Community Committee	
Y	Youth Advisory Committee	
omplet	ete this section if you selected 'Alma Oval Community Committee' in Com	mittee Details: Which S355 Committee are you nominating for?
na (Oval Community Committee	
Pleas	se outline why you would like to be a member of this committee	

Please outline details of any relevant experience for this co	mmittee:
None	
Vhat is your previous experience with any committee? Plea	ase list name/s of Committee/s and periods of service:
	C MUSEUM COMMITEE THAT 1980s, IN THE MECHANICAL
	TOF ARTIFACTS FROM THE MINE TING NO SHAFT WINDER TO
INTORE RESERVE	
lease detail any other relevant information:	
LIVE IN	ANA
TURNED INTO A PRIVA	ATE MUSEUM WITH MINING
AND PASTORALIST AR	TIFACTS RESTORING THE OLD
BUILDING BACK TO ITS	ORIGINAL LOOK WHEN IT CLOSED
mplete this section if you selected 'BIU Band Hall Community Com	mittee' in Committee Details: Which S355 Committee are you nominating for?
Band Hall Community Committee	
lease outline why you would like to be a member of this co	ommittee:

rease outill	details of any relevant experience for this committee:	
/hat is your	revious experience with any committee? Please list name/s of Committee/s and periods of service:	
lease detail	any other relevant information:	
mplete this s	ction if you selected 'Broken Hill Heritage Committee' in Committee Details: Which S355 Committee are you nominating for?	
oken Hi	Heritage Committee	
lease outlin	why you would like to be a member of this committee:	
BEE	N FASCINATED AND STUDED BROKEN HILLS	
	TORY FOR MANY YEARS	
1113	100 100 mm 1 200	
400		





Submission date: 21 May 2022, 8:36AM

S355N-52 Receipt number:

Related form version:

Contact Details

First Name	Gary
Last Name	соок
Contact Number	
Do you have an email address?	Yes
Email Address	
Applicant Street Number	
Applicant Street Name	
Applicant Suburb/City	Broken Hill
Applicant State	NSW
Applicant Postcode	2880

Committee Details

Which S355 Committee are you nominating for? **Broken Hill Heritage Committee**

Broken Hill Heritage Committee

Please outline why you would like to be a member of this committee:

I have a deep interest in the history and arts of Broken Hill.

and/or planning:

Please detail your relevant experience in heritage, arts, culture Member of the Broken Hill Art Exchange (since 2016) and the Broken Hill Historical Society (since 2018).

What is your previous experience with any committee? Please	I have served as President (2018) and am currently Vice-
list name/s of Committee/s and periods of service:	President of the Broken Hill Art Exchange. I have served as
	Secretary of the Broken Hill Historical Society (2019). I was a
	member of the 25 in 25 committee in 2020.
Please detail any other relevant information:	I volunteer as a City Ambassador at the Visitor Information
	Centre on Wednesday mornings and as a tour guide at the
	Broken Hill Mosque on Fridays.

Privacy

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Declaration	I declare that I am over the age of 18
	I declare that I have established ties to the Broken Hill
	community
	I declare that I am a resident of the local government area
	(LGA); or if not a resident, be able to demonstrate an
	interest in the objectives of the committee and ability to
	attend committee meetings to the satisfaction of Council
	I declare that I will commit to the activities of the Committee
	and a willingness to be actively involved in the Committee
	issues
	I declare that all the information provided in this application

is given by me being the person named as the applicant.

Form	355 Committee Nomination	BROKEN HILL
Contact De		
First Name Requ	aired Andrews Costing	
Last Name Requ	ired Gosling	
Contact Number		
Do you have an er	mail address? (Select 1 option) Required	
Yes No		
Complete this field		
selected 'Yes'	in Contact Detail addrass?	
Email Address Rec	quired	
Applicant Street N	umber	
Applicant Street N	ame	
Applicant Suburb/C	City Broken Hill	
Applicant State (Se	lect 1 option)	
NSW SA VIC QLD TAS WA ACT NT		
Applicant Postcode	2886	
lma Oval Community IU Band Hall Commu	ee are you nominating for? (Select 1 option) Committee	

MEMORIAL OVAL

Section 355 Committee Nomination Form



Contact Details

First Name Required

ALAN

Last Name Required

TITCOMBE

Contact Number Required

Do you have an email address? (Select 1 option) Required

(No)

Complete this field if you:

· selected 'Yes' in Contact Details: Do you have an email address?

Email Address Required

Applicant Street Number

Applicant Street Name

Applicant Suburb/City

BROKEN HILL

Applicant State (Select 1 option)

NSW

SA

VIC

QLD

TAS

WA

ACT

Applicant Postcode 2880

Committee Details

Which S355 Committee are you nominating for? (Select 1 option)

Alma Oval Community Committee BIU Band Hall Community Committee Broken Hill Heritage Committee Broken Hill City Art Gallery Advisory Committee Community Strategic Plan Roundtable Committee

Friends of the Flora and Fauna of the Barrier Ranges Community Committee
Memorial Oval Community Committee
Norm Fox Sporting Complex Community Committee
Picton Sportsground Community Committee
Riddiford Arboretum Community Committee
ET Lamb Memorial Oval Community Committee

Complete this section if you:

 selected 'Alma Oval Community Committee' in Committee Details: Which S355 Committee are you nominating for?

Alma Oval Community Committee

Please outline why you would like to be a member of this committee:

Please outline details of any relevant experience for this committee:

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Complete this section if you:

 selected 'BIU Band Hall Community Committee' in Committee Details: Which S355 Committee are you nominating for?

BIU Band Hall Community Committee

Please outline why you would like to be a member of this committee:

Please outline details of any relevant experience for this committee:

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Complete this section if you:

• selected 'Broken Hill Heritage Committee' in Committee Details: Which \$355 Committee are you nominating for?

Broken Hill Heritage Committee

Please outline why you would like to be a member of this committee:

Please detail your relevant experience in heritage, arts, culture and/or planning:

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Complete this section if you:

 selected 'Broken Hill City Art Gallery Advisory Committee' in Committee Details: Which S355 Committee are you nominating for?

Broken Hill City Art Gallery

Why would you like to be selected as a member of the Broken Hill City Art Gallery Advisory Committee and how do you identify with the creative community of Far West NSW:

The Broken Hill City Art Gallery's mission is "to provide a dynamic cultural hub for Broken Hill and the region through supporting arts practice and engagement with the arts, and by inspiring, stimulating ideas and encouraging conversations". Outline how your experience in the arts and cultural sector will contribute to Broken Hill City Art Gallery achieving this mission:

Please detail your specific skills, achievements and experience working at a strategic, advisory or governance level of a cultural organisation. How will these skills improve the Broken Hill Regional Art Gallery Advisory Committee's ability to provide advice to Council's consideration in relation to matters relevant to the artistic community.

The Broken Hill City Art Gallery is committed to ensuring diverse representation across all areas of our programming. Please self-nominate if you identify with the following (Select 1 option)

Cultural or Linguistically Diverse First Nations Person living with a disability Young Person (under the age of 26) Prefer not to answer

Complete this section if you:

 selected 'Community Strategic Plan Roundtable Committee' in Committee Details: Which S355 Committee are you nominating for?

Community Strategic Plan Roundtable Committee

Please select a category from the list that you identify with: (Select 1 option)

A representative of Aboriginal Affairs

A representative of the Barrier Police District

A representative of the Broken Hill Local Aboriginal Land Council

A community youth representative (under the age of 26)

A Community Representative, with previous governance experience and a demonstrated interest in issues associated with

the implementation of the Community Strategic Plan

A representative of the Department of Education

A representative of Far West Regional Health Service

A representative of Foundation Broken Hill

A representative of the Local Aboriginal Community Working Party

A representative of the NSW Primary Health Network

A representative of Regional Development Australia - Far West

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Please outline why you would like to be a member of the Community Strategic Plan Roundtable committee and identify any previous governance experience:

Please outline your interest in issues associated with the implementation of the Community Strategic Plan:

Please detail any other relevant information:

Complete this section if you:

 selected 'Friends of the Flora and Fauna of the Barrier Ranges Community Committee' in Committee Details: Which S355 Committee are you nominating for?

Friends of the Flora and Fauna of the Barrier Ranges Community Committee

Please outline why you would like to be a member of this committee:

Please outline details of any relevant experience for this committee:

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Complete this section if you:

 selected 'Memorial Oval Community Committee' in Committee Details: Which S355 Committee are you nominating for?

Memorial Oval Community Committee

Please outline why you would like to be a member of this committee:

Please outline details of any relevant experience for this committee:

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Complete this section if you:

 selected 'Norm Fox Sporting Complex Community Committee' in Committee Details: Which S355 Committee are you nominating for?

Norm Fox Sporting Complex Community Committee

Please outline why you would like to be a member of this committee:

Please outline details of any relevant experience for this committee:

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Complete this section if you:

 selected 'Picton Sportsground Community Committee' in Committee Details: Which S355 Committee are you nominating for?

Picton Sportsground Community Committee

Please outline why you would like to be a member of this committee:

Please outline details of any relevant experience for this committee:

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Complete this section if you:

 selected 'Riddiford Arboretum Community Committee' in Committee Details: Which 5355 Committee are you nominating for?

Riddiford Arboretum Community Committee

Please outline why you would like to be a member of this committee:

Please outline details of any relevant experience for this committee:

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Please detail any other relevant information:

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- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration (Select 1 or more options) Required

I declare that I am over the age of 18

I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council

I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.

End of form



Submission date: 30 May 2022, 4:48PM

Receipt number: \$355N-56

Related form version: 7

Contact Details

First Name	Peter
Last Name	Johnston
Contact Number	
Do you have an email address?	Yes
Email Address	
Applicant Street Number	
Applicant Street Name	
Applicant Suburb/City	BROKEN HILL
Applicant State	NSW
Applicant Postcode	2880

Committee Details

Which S355 Committee are you nominating for? Norm Fox Sporting Complex Community Committee

Norm Fox Sporting Complex Community Committee

Please outline why you would like to be a member of this committee:	Current member and past member for over 20 years
Please outline details of any relevant experience for this committee:	Current member and previous member for over 20 years

What is your previous experience with any committee? Please Member of current Norm Fox Committee list name/s of Committee/s and periods of service:

Previous member Lamb Oval Committee

Member of current Norm Fox Committee
Previous member Lamb Oval Committee
Executive member Barrier District Cricket League 54 years
Chairman Barrier District Cricket League 40 years

Please detail any other relevant information:

Privacy

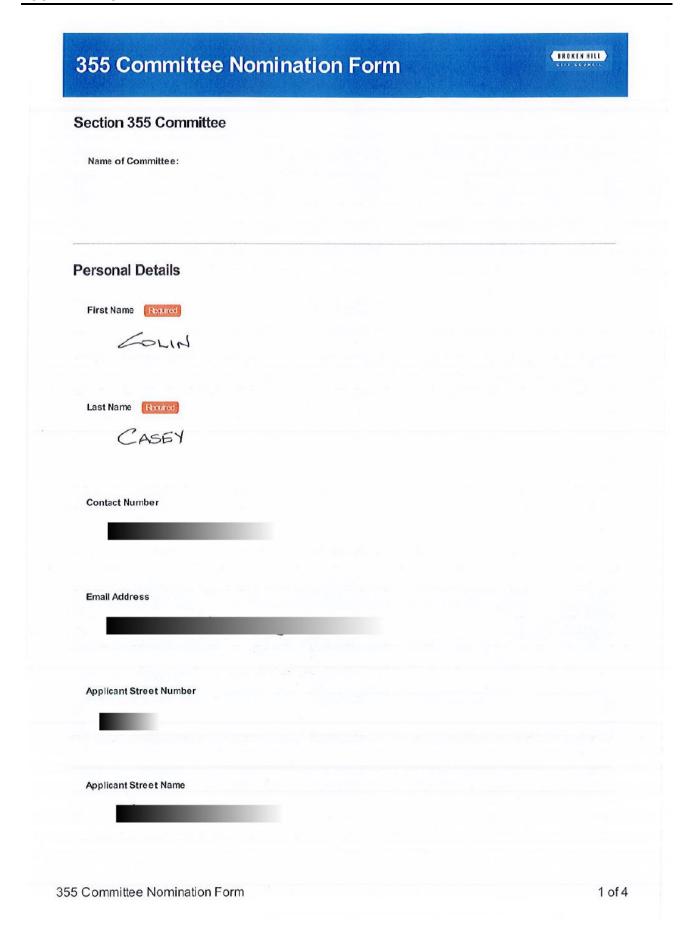
- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
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- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18 I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.



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355 Committee Nomination Form

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001-00	- WEST TORRENS - 98-2001 1 2009-15
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Please detail any other rel	evant information:
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e purpose for collecting your perse intended recipients of the perso orting purposes, your name will be made public on Council's website supply of your personal informally not be able to process your apput any make an application for achithe Act. Enquiries concerning the illoccouncil @brokenhill.nsw.gov.a	onal information is to obtain and record details to assess your application. nal information collected include Council officers or other agents contracted by Council. If necessary for the made publicly available via Council's Business Papers and on Council's website, Your contact details will not and will be removed from all applications and reports in Council's Business Papers. The provide the information sought, Council officer or do not wish to provide the information sought, Council objection. The provide the information held by Council. Council will consider any such application in accordance his matter can be directed to the Public Officer by email council@brokenhill.nsw.gov.au
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Name		
GOLIN CASEY		
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	End of form	



Submission date: 30 May 2022, 4:28PM

Receipt number: \$355N-55

Related form version:

Contact Details

First Name	Noel
Last Name	Hannigan
Contact Number	
Do you have an email address?	Yes
Email Address	
Applicant Street Number	
Applicant Street Name	
Applicant Suburb/City	Broken Hill
Applicant State	NSW
Applicant Postcode	2880

Committee Details

Which S355 Committee are you nominating for? Picton Sportsground Community Committee

Picton Sportsground Community Committee

Please outline why you would like to be a member of this committee:

Please outline details of any relevant experience for this committee:

What is your previous experience with any committee? Please list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Privacy

- Council is collecting your personal information in accordance with the Privacy and Personal Information Protection Act 1998.
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- Your information will be collected and stored, in accordance with the State Records Act 1998, by Broken Hill City Council, 240 Blende Street, Broken Hill NSW 2880.

Declaration

I declare that I am over the age of 18
I declare that I have established ties to the Broken Hill community

I declare that I am a resident of the local government area (LGA); or if not a resident, be able to demonstrate an interest in the objectives of the committee and ability to attend committee meetings to the satisfaction of Council I declare that I will commit to the activities of the Committee and a willingness to be actively involved in the Committee issues

I declare that all the information provided in this application is given by me being the person named as the applicant.



Submission date: 3 June 2022, 5:34PM

Receipt number: \$355N-59

Related form version: 7

Contact Details

First Name	Julie
Last Name	Matthews
Contact Number	
Do you have an email address?	Yes
Email Address	
Applicant Street Number	
Applicant Street Name	
Applicant Suburb/City	Broken Hill
Applicant State	NSW
Applicant Postcode	2880

Committee Details

Which S355 Committee are you nominating for? Riddiford Arboretum Community Committee

Riddiford Arboretum Community Committee

Please outline why you would like to be a member of this committee:

I am keen to be involved in the ongoing work of Landcare Broken Hill.

Please outline details of any relevant experience for this committee:

What is your previous experience with any committee? Please

list name/s of Committee/s and periods of service:

Moriac Tennis Club

1972

1973

1974

1975

Please detail any other relevant information:

Privacy

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Declaration

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I declare that all the information provided in this application is given by me being the person named as the applicant.



Submission date: 15 June 2022, 12:28PM

S355N-61 Receipt number:

Related form version:

Contact Details

First Name	Paul
Last Name	Riccard
Contact Number	
Do you have an email address?	Yes
Email Address	
Applicant Street Number	
Applicant Street Name	
Applicant Suburb/City	Broken Hill
Applicant State	NSW
Applicant Postcode	2880

Committee Details

Which S355 Committee are you nominating for? Riddiford Arboretum Community Committee

Riddiford Arboretum Community Committee

Please outline why you would like to be a member of this committee:

to help maintain gardens

Please outline details of any relevant experience for this committee:

What is your previous experience with any committee? Please

list name/s of Committee/s and periods of service:

Please detail any other relevant information:

Privacy

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I declare that all the information provided in this application is given by me being the person named as the applicant.

NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMUNITY COMMITTEES

Attachment 17 Resignation from the Broken Hill Heritage Advisory Committee - Ms Jo Crase

Leisa Bartlett

From:

Jo Crase

Sent:

Monday, 6 June 2022 12:59 PM

To:

Leisa Bartlett

Subject:

Heritage Advisory Committee application withdrawal

Follow Up Flag: Flag Status: Follow up Flagged

.....

Dear Leisa,

Further to our recent communications re Council's Committees, I wish to withdraw my application for the Broken Hill Heritage Advisory Committee following my appointment to the Art Gallery Advisory Committee.

I wish I did, but I simply don't have capacity to sit on two at this point in time.

Thanks again for your help with the application processes.

Kind regards,

lo Crase

Sent from my iPhone

Ordinary Council 29 June 2022

ORDINARY MEETING OF THE COUNCIL

June 16, 2022

ITEM 8

BROKEN HILL CITY COUNCIL REPORT NO. 153/22

SUBJECT: MINUTES OF THE BROKEN HILL LEAD REFERENCE GROUP

MEETING HELD 19 MAY 2022

D22/31599

Recommendation

- 1. That Broken Hill City Council Report No. 153/22 dated June 16, 2022, be received.
- 2. That minutes of the Broken Hill Lead Reference Group Meeting held 19 May 2022 be endorsed.

Executive Summary:

The minutes of the Broken Hill Lead Reference Group for Meeting held 19 May 2022 are presented to Council for endorsement.

Report:

The Broken Hill Lead Reference Group (BHLRG), chaired by the Broken Hill City Council, is a collaborative of the many companies, organisations and community representatives that work with, have an interest in and contribute to lead management in the local community.

The BHLRG has developed the Broken Hill Lead Reference Group Integrated Strategy to provide a forum for information exchange and to guide activity relating to lead issues for Broken Hill.

Community Engagement:

Community engagement through community representation on the Committee.

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:

Nil

Financial Implications:

Nil

Attachments

1. J Minutes of the Broken Hill Lead Reference Group Meeting held 19 May 2022

Ordinary Council 29 June 2022

CODIE HOWARD
CHIEF ASSETS AND PROJECTS OFFICER

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>

BROKEN HILL LEAD REFERENCE GROUP

Minutes

Meeting held Thursday, 19 May 2022, Council Chamber and via Teams

Meeting commenced at 10:05am

1. Chairperson - Councillor Marion Browne, Chaired the meeting.

2. Present and Apologies

Attendees:

<u>In Person</u> - Councillor Marion Browne-BHCC, Margaret Lesjak - FWLHD, Georgina Seward - NSW Health, Frances Borland – BHELP, Julie Roberts - C&FHS, Adam Forster - Perilya, Devon Roberts - BHOP (RASP), Vilmae Appleton - C&FHC, Judith Louvel - BHELP, Damien Parker- Western NSW PHN, Nyrie Waite – BHCC,

<u>Attendees via Teams</u>: Joel Sulich - CBH, Jacinta Clark - BHOP(RASP), Cathy Dyer – Maari Ma, Kate Broome-Ministry of Health, Melissa Welsh - FW LHD.

Apologies: Jillian Gallagher, Kathy Graham, Pam Tucker, Tim Brokenshire, Leeanne Hastwell

Attendance and apologies accepted - Moved Georgina Seward Seconded Frances Borland

Welcome Judi Louvel - the new Manager of BHELP.

Adoption of Previous Minutes

That the minutes from the previous meeting held Thursday 24 February 2022 be adopted.

Moved: Adam Forster Seconded: Margaret Lesjak

- 3. Matters Arising from Previous Minutes
- 4. Correspondence In NIL
- 5. Correspondence Out NIL
- 6. Quarterly Reports

5.1 BROKEN HILL ENVIRONMENTAL LEAD PROGRAM (BHELP) Report attached

Judi introduced herself and is still learning about her new role.

No questions regarding the report. Frances advised its good to get out in the Community again, especially helping Lead Ted attend events. Frances participated in a program logic planning meeting with Lake Macquarie Council, who have some funding. Frances noted the difference the funding made in how proactive the Council can be, especially in remediating land. Lake Macquarie don't have the same issue as Broken Hill in terms of direct health impact.

5.2 MAARI MA - no written report.

Cathy advised Maari Ma have been significantly affected by lack of staff, not necessarily the BHELP funded staff but the staff who participate in the Healthy Start Program, such as the child and family health nurses and midwives. They are very appreciative of the BHELP staff who are assisting the Aboriginal Health Workers to do the few home assessments that have been done.

They have run out of cartridges for point of care testing machine. and now doing finger-prick testing but not as successful in getting results back, using that methodology, as opposed to the Point of care methodology. There is a wait for the cartridges at them moment.

Villmae provided an update - that there is a 2 week delay on supply of the cartridges.

Minutes of the Broken Hill Lead Reference Group

Page 1 of 3

5.3 WESTERN LHD - Report Attached

Margaret spoke to report – the first quarter of this year testing was still the finger-prick and samples had to be sent away. There has been a lot less children being testing, due to covid. Margaret discussed the Geomean over different age groups, different years and with the different testing.

5.4 BHOP - (RASP) - report attached

Devon introduced Jacinta Clarke (via teams), a new Environmental Graduate to company. Devon then spoke to the report enclosed.

Frances asked about the white substance along Line of Lode, should it get tested? Devon answered that the salt does appear after rain and is usually magnesium salts and things like that.. Also there is some erosion down the sides of the Line of Lode and Devon advised Crown Lands now own that land. Frances will follow up with Crown Lands. Devon advised that any water and sediment will end up in the dams along Federation Way. Frances is concerned that the capping may be breaking down and the issue of dust if that is the case.

5.5 PERILYA - not supplied.

Adam apologised for not supplying a report, they are short staffed due to Covid. 412 Tests were conducted in December 2021, with an additional 29 tests in April 2022. There has been a decline in lead absorption, including contractors, due to personal protective equipment, hand cleaning etc. They are expanding the testing to include chronic heart disease testing.

Works and programs – they have covered 96% of the disturbed or non-disturbed area in Southern Operations with dust suppressant. A substantial amount of rehab works underway including soil classification and rock armouring material classification. There is a constant rehabilitation strategy and are using the high rainfall events to help with rehabilitation targets for 2022. 1 house has been rehabilitated – removed old lead paint, etc and conducted a before and after lead analysis on house to check the effectiveness of the rehabilitation strategy.

Adam has a question to BHELP – regarding the online training especially for contractors coming to Broken Hill, to give them a more awareness of lead risk in the area. Judi to speak to their Education Officer and get back to Adam to answer the question. Frances offered to provide information and talk with contractors. Adam advised they do have their own training, but this is more for people who work in Broken Hill, not necessarily at the Mines. Frances said the training is ready but there is an issue loading it to the website and making it available.

5.6 ESSENTIAL WATER – attached.

no officer present. No questions.

6 General Business –

Margaret – asked about reports that have been finalised but not loaded on the Lead Smart website by BHELP? Judi advised the position is vacant and Judi is having a conversation with her manager to resolve the problem of items getting uploaded to the website and is hoping it will be resolved shortly.

Marion asked about community reps – do we need to seek additional representative and do we need to re-appoint the Community Reps or see additional representative.

Nyrie advised Pam is a community rep – and Nyrie will check the terms of reference back in the office to see what it says about community reps.

Margaret – asked about the Primary Health Network is there a new representative now that Michelle Pitt is no longer here, Damon Parker is the new representative from the PHN.

Margaret suggested Real Estate Agents on the Reference Group, Marion advised we have tried to get representatives from Real Estate in the past but have been unsuccessful. Margaret suggested we try again. Marion suggested a night meeting so real estate representative might attend.

Margaret advised concerns for and lack of management or strategy for youth, women and men within the 20's age bracket.

Minutes of the Broken Hill Lead Reference Group

Page 2 of 3

MINUTES OF THE BROKEN HILL LEAD REFERENCE GROUP MEETING HELD 19 MAY 2022

Attachment 1 Minutes of the Broken Hill Lead Reference Group Meeting held 19 May 2022

7 Matters for Next Meeting

- ♣ Community Reps- check Terms of Reference
- Primary health Network introduce Damon Parker
- 4 inviting real estate agents to the meetings would a night time meeting work?
- 8 Next Meeting: 18 August Thursday, 2022 10am Council Chamber, Council Administrative Centre.

Marion apologised for her lack of preparedness due to a mix up with emails and we will follow that up.

Marion apologised for not acknowledging country.

9 Meeting Closed: 11.00.

Minutes of the Broken Hill Lead Reference Group

Page 3 of 3

Ordinary Council 29 June 2022

ORDINARY MEETING OF THE COUNCIL

June 23, 2022

ITEM 9

BROKEN HILL CITY COUNCIL REPORT NO. 154/22

SUBJECT: ACTION LIST REPORT D22/30463

Recommendation

1. That Broken Hill City Council Report No. 154/22 dated June 23, 2022, 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

Ordinary Council 29 June 2022

Attachments

1. <a>List

LEISA BARTLETT EXECUTIVE OFFICER

<u>JAY NANKIVELL</u> <u>GENERAL MANAGER</u>

Action Sheets Report

Further Report Required: Including Further Reports Printed: Wednesday, 22 June 2022 2:57:31 PM

Meeting Officer/Dir	ector Section	Subject
Ordinary Council Nieuwoudt, 26/04/2018 Kobus Nankivell,	Reports	COMPULSORY ACQUISITION OF WARNOCK GOSSAN STREET ROAD RESERVE

Resolved:

- 1. That Broken Hill City Council Report No. 59/18 dated April 6, 2018, be received.
- That Council make an application to the Minister and Governor for approval to acquire the sections of Warnock and Gossan Street traversing Crown Land in Lot 7469 in Deposited Plan 1182254, under Section 177 of the Roads Act 1993 and Section 186 of the Local Government Act 1993.
- 3. That the acquisition be undertaken in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991.
- That upon acquisition, Council to undertake required actions to open the subject road by registration of a plan in accordance with Section 7 of the Roads Act 1993.

16 May 2018 9:45am Bartlett, Leisa

In progress

15 Aug 2018 3:32pm Bartlett, Leisa

MPDC advised - OLG advised that the land is subject to a Native Title Claim and that compulsory acquisition cannot go ahead at this stage. Council is waiting for further advice from OLG.

11 Sep 2018 4:40pm Bartlett, Leisa

No change, awaiting advice from OLG.

09 Oct 2018 5:08pm Bartlett, Leisa

Awaiting OLG advice

13 Nov 2018 9:26am Bartlett, Leisa

Awaiting OLG advice due to Native Title

06 Feb 2019 1:51pm Bartlett, Leisa

In discussions with Crown Lands regarding Native Title

07 Mar 2019 1:55pm Bartlett, Leisa

No change, awaiting response from Crown Lands

15 May 2019 10:41am Falkner, Georgina

Crown Lands have advised they have no objection to receiving Proposed 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

10 Nov 2020 4:11pm Bartlett, Leisa

Matter on hold

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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.

16 Dec 2021 11:49am Bartlett, Leisa

On hold.

18 Jan 2022 2:54pm Butcher, Lacey

On hold

21 Mar 2022 3:44pm Bartlett, Leisa

no change in status.

19 May 2022 11:21am Bartlett, Leisa no change in status.

22 Jun 2022 11:03am Guerin, Emily

No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/07/2020	Andrews, Anne	Confidential Matters	WILLYAMA COMMON TRUST LEASE OF PART LOT 7421 DP 1183597 TO AXICOM PTY LIMITED
	Nankivell, Jay		

Resolved

- 1. 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.
- 3. That the annual rent be \$12,000.00 per annum with an annual 2.5% increase.
- 4. That the Mayor and General Manager be authorised to sign and execute the lease documents under the Common Seal of Council, in the absence of a Trust Seal.

CARRIED UNANIMOUSLY

12 Aug 2020 10:00am Bartlett, Leisa

Solicitors are drawing up the lease agreement.

17 Sep 2020 3:09pm Bartlett, Leisa

Draft lease being finalised.

16 Oct 2020 9:20am Bartlett, Leisa

Draft lease with Solicitors.

10 Nov 2020 4:23pm Bartlett, Leisa

Solicitors have finalised the draft lease and the lease is being sent to Axicom Pty Ltd for signature

30 Nov 2020 2:09pm Bartlett, Leisa

Solicitors liaising with Axicom re execution of lease.

12 Feb 2021 10:03am Bartlett, Leisa Solicitors 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

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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.

16 Dec 2021 11:50am Bartlett, Leisa

Lease with Crown Lands for Ministerial consent.

18 Jan 2022 2:54pm Butcher, Lacey

Lease with Crown Lands for Ministerial consent

15 Feb 2022 10:57am Bartlett, Leisa

Amendments being made due to Ministerial input.

21 Mar 2022 3:45pm Bartlett, Leisa

No change in status.

19 Apr 2022 11:32am Bartlett, Leisa

Lease with the Council for execution. 19 May 2022 11:21am Bartlett, Leisa

Lease with Crown Lands for Ministerial consent

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/07/2020	Nieuwoudt, Kobus	Confidential Matters	WILLYAMA COMMON TRUST LICENCE OF PART LOT 7315 DP 1183447 TO BROKEN HILL SPEEDWAY CLUB
	Nankivell Jav		

Resolved

- 1. 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

12 Aug 2020 10:00am Bartlett, Leisa

Solicitors are drawing up the licence agreement.

17 Sep 2020 3:09pm Bartlett, Leisa Draft lease being finalised

16 Oct 2020 9:20am Bartlett, Leisa

Draft lease with Solicitors

10 Nov 2020 4:26pm Bartlett, Leisa

Licence is with the Broken Hill Speedway Club for signature.

30 Nov 2020 2:11pm Bartlett, Leisa

Licence with Speedway Club for signature.

12 Feb 2021 10:04am Bartlett, Leisa

Licence signed by all parties and is now with the Minister for approval

18 Mar 2021 4:40pm Bartlett, Leisa In progress

16 Apr 2021 10:42am Bartlett, Leisa In progress

12 May 2021 12:14pm Bartlett, Leisa

In progress 17 Jun 2021 4:55pm Bartlett, Leisa

Waiting on response from Local Aboriginal Land Council

15 Jul 2021 12:15pm Bartlett, Leisa

Solicitor is awaiting a response from the Local Aboriginal Land Council.

12 Aug 2021 3:04pm Bartlett, Leisa

Council's Solicitor is awaiting a response from the Local Aboriginal Land Council.

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1/04/2018 Division: **Date From:** For Action Committee: Ordinary Council Date To: 22/06/2022

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15 Sep 2021 9:06am Bartlett, Leisa

Council staff following up with Local Aboriginal Land Council.

14 Oct 2021 4:12pm Bartlett, Leisa

Awaiting response from Local Aboriginal Land Council

11 Nov 2021 9:02am Bartlett, Leisa

Awaiting response from the Local Aboriginal Land Council.

16 Dec 2021 11:51am Bartlett, Leisa

Awaiting response from Local Aboriginal Land Council

18 Jan 2022 2:55pm Butcher, Lacey

Awaiting response from Aboriginal Land Council

15 Feb 2022 10:58am Bartlett, Leisa

Awaiting response from Aboriginal Land Council.

23 Mar 2022 2:42pm Bartlett, Leisa

No change in status

19 May 2022 11:23am Bartlett, Leisa

No change in status

22 Jun 2022 11:04am Guerin, Emily

No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 9/12/2020	Andrews, Anne	Confidential Matters	WILLYAMA COMMON TRUST LICENCE TO NEXTGEN NETWORKS PTY LTD
	Nankivell, Jav		

Resolved

- 1. That Broken Hill City Council Report No. 175/20 dated November 24, 2020, be received.
- 2. That the Willyama Common Trust amend the existing licence to Nextgen Networks Pty Ltd in accordance with the attached plan, being part Lot 7302 DP 1181129.
- 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.
- 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.

16 Dec 2021 11:51am Bartlett, Leisa Amendments being discussed

18 Jan 2022 2:56pm Butcher, Lacey

Amendments being discussed

15 Feb 2022 10:59am Bartlett, Leisa

Amendments in progress

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23 Mar 2022 2:42pm Bartlett, Leisa No change in status 19 Apr 2022 11:33am Bartlett, Leisa

Licence with Solicitors for amendments 19 May 2022 11:24am Bartlett, Leisa

Amendments in progress

Meeting	Officer/Director	Section	Subject
Ordinary Council 31/03/2021	Howard, Codie	Notice of Motion	COMMUNITY GARDEN FOR FORMER ALMA POOL SITE
	Nankivell, Jay		

Resolved

- 1. That Motions of Which Notice has been Given No. 7/21 dated March 19, 2021, be received.
- 2. That Broken Hill City Council prepares a report about establishing a community operated gardens at the former Alma pool site.

CARRIED UNANIMOUSLY

16 Apr 2021 10:52am Bartlett, Leisa Plan being developed

18 Jun 2021 12:12pm Bartlett, Leisa

Plan being developed. 15 Jul 2021 12:20pm Bartlett, Leisa

Development of plan ongoing

12 Aug 2021 3:07pm Bartlett, Leisa Development of plan ongoing

08 Sep 2021 12:56pm Bartlett, Leisa

Development of plan ongoing 12 Oct 2021 11:08am Bartlett, Leisa

Development of plan ongoing.

11 Nov 2021 9:03am Bartlett, Leisa Ongoing.

16 Dec 2021 11:52am Bartlett, Leisa Development of the plan is ongoing.

18 Jan 2022 2:57pm Butcher, Lacey

Development of the plan is ongoing

15 Feb 2022 11:00am Bartlett, Leisa Development of the plan in ongoing.

21 Mar 2022 3:14pm Bartlett, Leisa

Development of Plan is ongoing 19 Apr 2022 3:00pm Bartlett, Leisa

Development of Plan is ongoing.

19 May 2022 11:24am Bartlett, Leisa

No change in status

22 Jun 2022 9:43am Guerin, Emily

No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 31/03/2021	Howard, Codie	Notice of Motion	STREET LIGHTING
	Nankivell, Jay		

Resolved

- That Motions of Which Notice has been Given No. 8/21 dated March 19, 2021, be received.
- 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.
- 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).

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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.

16 Dec 2021 11:52am Bartlett, Leisa

Discussions ongoing.

18 Jan 2022 2:57pm Butcher, Lacey

Discussions ongoing

15 Feb 2022 11:00am Bartlett, Leisa

Discussions ongoing

21 Mar 2022 3:15pm Bartlett, Leisa

Discussions ongoing.

19 Apr 2022 3:01pm Bartlett, Leisa

Southern Lights Project still being carried out by South West joint organisation, with discussions ongoing

19 May 2022 11:25am Bartlett, Leisa

Engagement of lighting engineer commenced for assessment of current lighting and requirements to meeting the public lighting code.

22 Jun 2022 9:43am Guerin, Emily

No change in status

	Meeting	Officer/Director	Section	Subject
	Ordinary Council 26/05/2021	Nieuwoudt, Kobus	Reports	UPDATE ON PROPOSED ACQUISITION OF FEDERATION WAY
ı		Nankivell, Jay		

Resolved

- 1. That Broken Hill City Council Report No. 75/21 dated April 27, 2021, be received.
- That Council note the progress update on the proposed acquisition of Federation Way.
- 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
- 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

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Initial meeting held, further negotiations to continue.

16 Dec 2021 11:57am Bartlett, Leisa Further negotiations continuing.

18 Jan 2022 2:59pm Butcher, Lacey

Further negotiations continuing

15 Feb 2022 11:07am Bartlett, Leisa

Negotiations continuing

23 Mar 2022 2:43pm Bartlett, Leisa

No change in status.

19 Apr 2022 10:14am Bartlett, Leisa

An update report regarding the progress of this matter is provided to the April 2022 Health & Building Committee Meeting.

19 May 2022 11:26am Bartlett, Leisa

On hold, pending further discussion with Crown Lands as per the April 2022 Council Meeting Resolution.

22 Jun 2022 11:28am Guerin, Emily

Correspondence sent to Crown Lands

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/08/2021	Howard, Codie	Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 416 HELD TUESDAY, 3 AUGUST 2021
	Nankivell, Jay		

Resolved

- 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.
- 3. That Item No. 406.6.1 That a 'Loading Zone' be installed in Crystal Lane on the Astra side of the lane.

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

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

CARRIED UNANIMOUSLY

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.

17 Dec 2021 11:02am Bartlett, Leisa

Item 3 - Loading Zone in Crystal Lane - complete., Item 4 - Line-marking with operational team for completion.

That Broken Hill City Council Report No. 163/21 dated September 17, 2021, be received

18 Jan 2022 3:04pm Butcher, Lacey Item 4 Line-marking with the operational team for completion

19 Apr 2022 3:02pm Bartlett, Leisa

Item 4 delayed due to storm clean up - with operational team for completion

19 May 2022 11:26am Bartlett, Leisa

Line markers engaged to complete works in June 2022.

22 Jun 2022 9:03am Guerin, Emily

Line markers were delayed due to wet weather with July completion now scheduled

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			

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1/04/2018 Division: **Date From:** For Action Committee: Ordinary Council Date To: 22/06/2022

Action Sheets Report

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That the minutes from the Local Traffic Committee - Meeting No. 417 held, Tuesday, 7 September 2021 be received.

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.

18 Jan 2022 3:05pm Butcher, Lacey

With operational team for completion

19 Apr 2022 3:02pm Bartlett, Leisa

Line marking delayed due to storm clean up - with operational team for completion.

19 May 2022 11:27am Bartlett, Leisa

Signs are on order and will be installed June 2022.

22 Jun 2022 9:05am Guerin, Emily
Signs have arrived and will be installed after line marking has been completed

Meeting	Officer/Director	Section	Subject
Ordinary Council 24/11/2021	Howard, Codie	Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 419 HELD ON THURSDAY, 28 OCTOBER 2021
	Nankivell, Jay		

Resolved

- That Broken Hill City Council Report No. 187/21 dated November 11, 2021, be received.
- That the minutes from the Local Traffic Committee Meeting 419 held on Thursday, 28 October 2021
- 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

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.

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.

Item No. 419.6.1 - That the Local Traffic Committee have no objection for the proposed road closures for the Council Christmas Pageant.

CARRIED UNANIMOUSLY

15 Dec 2021 4:57pm Bartlett, Leisa

Resolution with operational team for completion.

18 Jan 2022 3:08pm Butcher, Lacey
Resolution with the operations team for completion

19 Apr 2022 3:03pm Bartlett, Leisa

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Item No. 416.6.1 - Trial period has now been completed. BHCC to complete discussion with all stakeholders to be made at May Traffic Committee., Item No. 417.6.1 - Currently with TfNSW for sign design.

19 May 2022 11:27am Bartlett, Leisa

No change in status.

22 Jun 2022 9:42am Guerin, Emily

No change in status

١	Meeting	Officer/Director	Section	Subject
	Ordinary Council 12/01/2022	Howard, Codie Nankivell, Jay	Reports	MINTUES OF THE LOCAL TRAFFIC COMMITTEE MEETING NO. 420, HELD TUESDAY 7 DECEMBER 2021

Resolved

- 1. That Broken Hill City Council Report No. 13/22 dated December 22, 2021, be received.
- That the minutes of the Local Traffic Committee Meeting No.420, held on Tuesday,
 December 2021 be received.
- 3. Item No. 415.6.1 That Council installs signage and line marking for one (1) disability parking bay adjacent to the ramp on the north side of Crystal Street adjacent to the Country University Centre (CUC) and for three to four 4-hour parking spaces (pending measurement allowance) be installed on the south side of Crystal Street between the two driveways for use by the general community.

CARRIED UNANIMOUSLY

21 Jan 2022 6:33pm Bartlett, Leisa

Added to Council's Works schedule.

19 Apr 2022 3:04pm Bartlett, Leisa

With operational team for completion.

19 May 2022 11:28am Bartlett, Leisa

Signs on order, installation to be completed June 2022

22 Jun 2022 9:42am Guerin, Emily

Signs have arrived and will be installed after line marking has been completed

Meeting	Officer/Director	Section	Subject
Ordinary Council 12/01/2022	Nankivell, Jay	Council Resolution	Council Resolution
	Nankivell, Jay		

Resolved

- 1. That the Mayoral Minute 2/22 dated the 12/01/22 be received.
- 2. That an Ordinary Council Meeting be held on the 27/01/2022 at 6.30pm.
- 3. That a workshop be held on Wednesday 19/01/2022 at 5.30pm to organise amendments to Council's Code of Meeting Practice, so that the public forum will be part of Councils Ordinary and Extraordinary Meetings. Other amendments to the Code of Meeting Practice will also be made, that the amendments discussed will be put in a draft form for adoption at the January Council Meeting on Thursday 27/01/2022.
- 4. That Council immediately advertises for community groups interested in hosting public meetings to discuss Council matters. The public meetings will be held monthly and business forums bi-monthly; that a report will be presented to the February 2022 meeting of Council about potential arrangements for public meetings.
- That at the February 2022 meeting of Council, Councillors are to be presented with the required policies, with amendments included, that will allow for cash payments to be accepted at all Council operated facilities.

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That a workshop will be held to discuss amendments to the following policies, The Code of Conduct, Compliance
and Enforcement Policy, Debt Recovery Policy, Local Orders Policy, Media Relations Policy, Social Media Policy
and Tree Management Policy.

- 7. That all expenditure, plans and actions related to the development of the Council's Library hub be abandoned and that the General Manager be invited to present a report to the Council Meeting on 27/1/2022 outlining the use of federal grant money for a purpose built archive that is located in the proposed position of the Library hub. The report will include staffing requirements.
- 8. That the General Manager be invited to advertise for expressions of interest for a community group to facilitate the removal and replacement of the gateway signage, that Councillors are presented with a report at the February 2022 Council Meeting detailing the cost of replacing one of the gateway signs with a sign chosen by Deanna Spicer from her designs.
- 9. That the General Manager be invited to provide a report to Council with options on how to manage a complaints committee that is operated locally, the committee will deal with disputed fines and disputed orders.
- 10. That the General Manager be invited to provide a report to March 2022 Ordinary Council Meeting that details the structure and operations of the former 355 committee known as "The Regional Tourism Association" with a view to re-establish the committee. The goal of the committee will be to market tourism and encourage migration to the city.
- 11. That the General Manager be invited to provide a report to Council detailing the requirements for dedicated full time Council employed staff to maintain footpaths and nature strips.
- 12. That the over \$6M collected from waste disposal from the Wentworth to Broken Hill pipeline is removed from the Library hub project reserve and placed into a general projects reserve.
- 13. That Council forms a 355 committee that deals with all matters that affect our senior citizens and that the formation of the committee is to be advertised to the community for membership and expressions of interest.
- 14. That Council forms a 355 committee that has the role to bring projects and services to the city that benefit young children, teenage children and young adults and that the formation of the committee will be advertised and expressions sought.
- 15. That the General Manager be invited to provide a report to Council detailing what amendments need to be made to the constitutions of all Council 355 committees as to provide more autonomy to the committees to operate and manage Council facilities.
- 16. That the Mayor be invited to organise a meeting with the Local Member Roy Butler and Essential Water as early as possible to significantly accelerate the process to open the Imperial Lake. That a site visit is organised with Essential Energy for Councillors to view the Imperial Lake. That the General Manager be invited to obtain an independent engineers report into the safety of the dam wall. Expressions of interest are advertised immediately for community representation on a working group to facilitate volunteers and the opening of the Lake and that Landcare and RANA are contacted to gauge interest.

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17. That options to increase street lighting be referred to the Policy and General committee

- 18. That the General Manager be invited to immediately advertise for expression of interest from the community to form a working party to provide Council with advice on projects that Council undertakes, with a view to reduce the Council's reliance on consultants.
- That the General Manager be invited to hold a workshop to explain to Councillors how line budgets will be implemented for the 2022/23 budget.
- 20. That the Mayor be invited to host a meeting with the Local State Member Roy Butler and the Local Federal Member Mark Coulton and that John Lynch, and a representative from the RFDS are invited to discuss proposals and options for an airport upgrade and options.
- 21. That options to increase childcare be referred to the Policy and General committee
- 22. That the Works committee discuss and provide options for the removal of residential waste gate charges, this will also apply to commercial businesses that are disposing of residential rubbish, the committee will also discuss greenwaste and other recycling options. Any findings will be discussed at a number of public meetings.
- 23. That the General Manager be invited to provide the Council with a report detailing the legal expenditure to defend against the Ombudsman's report into the Occupation Certificate and Civic Centre usage. The report will detail any decision to expend funds to mount such defence. This report will be provided to the February 2022 meeting.
- 24. That the General Manager be invited to hold a workshop on 24/01/2022 at 5.30 pm to provide Councillors with all reports and information pertaining to the Civic Centre litigation.
- 25. That the Policy and General committee consider proposals to reduce commercial and industrial rates and to make residential rates more equitable.
- 26. That the General Manager be invited to advertise for expressions of interest to paint murals and provide other street art and that a report be provided at the January 27th 2022 meeting explaining why the proposed mural in Argent Street from the Country Women's Association was rejected and options to invite them to resubmit their application.
- 27. That the Policy and General committee investigate the cost for Council to provide more focus on applying for grant funding and the opportunity to apply for grants for local organisations as a fee for service.
- 28. That the Mayor be invited to send correspondence to the Local State Member Roy Butler asking that he make representations to the State Government on behalf of the Broken Hill community to have a permanent Wentworth pipeline subsidy implemented. That the State Member be asked to facilitate a meeting with the appropriate Minister to meet with himself and the Mayor to discuss the subsidy.
- 29. That the General Manager be invited to provide Council with a report at the on the progress of the Netball, Norm Fox redevelopment and a tour is organised for Councillors to see all Council parks, ovals and sporting facilities.
- 30. That the General Manager be invited to organise a meeting with IPART and Essential Energy to discuss options

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ACTION LIST REPORT Attachment 1
Action List

 Division:
 Date From:
 1/04/2018

 For Action
 Committee:
 Ordinary Council
 Date To:
 22/06/2022

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to increase water usage at a lower cost so that the city can be greened.

31. That the Mayor be invited to send correspondence to the Local Member Roy Butler to ask him to organise a meeting with the appropriate Ministers to discuss the management of the Menindee Lakes and the Darling River.

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- That General Manager be invited to immediately advertise for expressions of interest from the community to remove dead trees.
- 33. That the Works committee investigate options to plant different tree species that are asset friendly and fast growing.
- 34. That the General Manager be invited to provide Councillors with a report on options to address the issues of roaming dogs and cats. That a meeting be organised of the committee that was formed to address this issue and the findings referred to the Policy and General committee.
- 35. That the General Manager be invited to provide a report about the process to get funding for a mining, truck, car and motorbike museums. The report will include previous reports on the matters and the offer made by Perilya a number of years ago about mining assets.
- 36. That the General Manager advertise for expressions of interest to form a working group to address the homeless issue, drug and alcohol use and suicide prevention.
- 37. That the General Manager be invited to provide a report to Council detailing options to facilitate a truck wash and truck stop.
- 38. That the General Manager be invited to provide a report to the January meeting about any positions in the employee structure that remain unfilled and the expense to date for wages compared to the budgeted amount. Also the expected wage amount to year end with only the current positions filled.
- 39. That the General Manager be invited to contact the appropriate Aboriginal organisations to facilitate communication for the purpose of establishing a green space at the rear of Creedon Street.
- 40. That the General Manager provides a report to the January 27 2022 Ordinary Council Meeting outlining timelines for the implementation of the resolutions of Mayoral Minute No. 2/22.

CARRIED

21 Jan 2022 5:25pm Bartlett, Leisa

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ACTION LIST REPORT Attachment 1 Action List

1/04/2018 Division: **Date From:** For Action Committee: Ordinary Council Date To: 22/06/2022

Further Report Required: Including Further Reports Printed: Wednesday, 22 June Action Sheets Report 2022 2:57:31 PM

2. - COMPLETE, 3. - COMPLETE. Draft for public exhibition presented to the January Council Meeting., 4. Council Meeting., 5. - Report to be presented to the February Ordinary Council Meeting, 6. - Workshops to be scheduled during February to enable consideration of amended policies at the March Committee meetings., 7. - Report presented to the January Council Meetings, 8. - Report to be presented to the February Council Meetings, 9. - Report to be presented to the March Policy & General Committee Meetings, 10. - Report to be presented to the March Ordinary Council Meeting, 11. - Workshops to be held with Council through the development of the 2022/23 Operational Plan and Resourcing Strategy, with a report provided to the April 2022 Policy & General Committee., 12. - Internal transfer of reserves has been completed. An updated internal reserve table will be Policy & General Committee., 12. - Internal transfer of reserves has been completed. An updated internal reserve table will be presented as part of the December Quarterly Review Report., 13. - A workshop will be held with Councillors in March to formulate a TOR for presentation to the March Committee Meetings., 14. - A workshop will be held with Councillors in March to formulate a TOR for presentation to the March Committee Meetings., 15. - Report to be presented to the March Works Committee meeting., 16. - Site visit being arranged with Essential Water for the week commencing 31 January 2022., 17 - Options to be presented at the April Works Committee meeting., 18. - Projects Steering Group Terms of Reference to be formulated and presented to the February Ordinary Council Meeting., 19. - Workshops to be held during March 2022 as part of the 2022/23 budget process., 20. - Meeting to be scheduled for February 2022., 21. - Further consultation with Foundation Broken Hill is recommended during February 2022 with options for Council support to be presented to the March Health and Building Committee Meeting., 22. - to occur during March 2022 as part of the 2022/23 budget process., 23. - Report to be presented to the February Council Meeting., 24. - Workshop held on 24 January 2022., 25. - to occur during March 2022 as part of the 2022/23 budget process., 26. - Report presented at this Council Meeting. EOI for murals and street art in accordance with Council's Public Art Policy to be advertised in February 2022., 27. - This will be workshopped with Council through the development of the 2022/23 Operational Plan and Resourcing Strategy. with a report Meeting. EOI for murals and street art in accordance with Council's Public Art Policy to be advertised in February 2022, 27. - This will be workshopped with Council through the development of the 2022/23 Operational Plan and Resourcing Strategy, with a report provided to the April Policy and General Committee meeting, 28. - Letter being drafted, 29. - Report presented to January Council Meeting with site visits and further workshops scheduled for February, 30. - Meeting to be organised for February 2022, 31. - Letter being drafted, 32. - EOI to be advertised during February 2022 following the results of the tree audit to identify high priority areas of removal in the first instance., 33. - Tree Management Policy and Tree Management Plan to be workshopped with Councillors during February 2022 for presentation to the March Works Committee Meeting, 34. - Report will be provided to Councillors in March 2022, following the commencement of Council's recently appointed Executive Manager Planning and Community Safety., 35. - Priority projects and funding to be discussed and workshopped as part of the development of the 2022/23 Operational Plan and Resourcing Strategy., 36. - Working Groups Terms of Reference to be developed in consultation with the appropriate stakeholders and presented to the April Health and Building Committee Meeting, 37. - Report to be presented to the Eebnuary Council Meeting for presented to the April Health and Building Committee Meeting, 37. - Report to be presented to the February Council Meeting for further consideration to occur as part of the 2022/23 budget process., 38. - Report presented to the January Council Meeting - COMPLETE, 39. - Contact and further investigation to occur during February 2022 when appropriate Officers return from leave., 40. Report presented to January Council Meeting - COMPLETE

- COMPLETE. 3 - Code of Meeting Practice Policy placed on public exhibition-COMPLETE. 4 - Report prepared to February Council Meeting regarding Business Meetings. 5 - Report prepared to February Council Meeting - COMPLETE. 6 - Workshops scheduled for 7&9 March 2022. 7 - Report presented to 27/01/22 Council Meeting - COMPLETE. 8 - Report presented to February Council Meeting tracking of further action will continue with that report resolution - COMPLETE. 9 - Report to be presented to March Policy and General Committee Meeting. 10 - Report prepared for February Council Meeting and tracking of further action will continue with that report resolution - COMPLETE. 11 - to be included in Budget Workshops with a report to April Policy & General Committee. 12 report resolution - COMPLETE. 11 - to be included in Budget Workshops with a report to April Policy & General Committee. 12 - Funds moved, adjustments to be made in Quarter 3 budget review report. 13&14 Report to February Council Meeting and tracking of further action will continue with that report-COMPLETE. 15 - Report to be presented to March Works Committee. 16 - Site visit has been held. 17 - Report to be presented to April Works Committee. 18 - Report to February Council Meeting and tracking of further action will continue with that report resolution - COMPLETE. 19 - Budget workshops to be held in March. 20 - Meeting scheduled for 21/02/22. 21. Meeting being scheduled with Foundation Broken Hill. 22 - To be discussed during Budget workshops in March. 23 - Report prepared for February Council Meeting - COMPLETE. 24 - Councillor Briefing has been held - COMPLETE. 25 - To be included in Budget workshops in March. 26 - Report presented to February Council Meeting and advertising to occur in February. 27 - To be workshopped with Operational Plan 2022/23 and a report to the April Policy & General Committee. 28 - Draft Letter with Mayor for signature. 29 - Report was presented to 27 January Council Meeting, site visit scheduled for 25/2/22. 30 - Meeting being scheduled. 31 - Draft Letter with Mayor for signature. 32 - EOI to be advertised following completion of the Tree Audit. 33 - Policy workshop being scheduled. 34 - Report to be presented to March Policy and General Committee. 35 - To be included in Operational Plan 2022/23 workshop. 36 - Report prepared to February Council Meeting. 37 - Report prepared to February Council Meeting and further tracking will be included with resolution of new report - COMPLETE. 38 - Report presented to 27 January Council Meeting and further tracking will be included with resolution of the new report - COMPLETE.

23 Mar 2022 3:05pm Bartlett, Leisa

23 Mar 2022 3:05pm Bartlett, Leisa
2-COMPLETE, 3-COMPLETE, 4-report regarding public meetings to be presented to Council, 5-COMPLETE, 6- Code of Conduct, Media Relations Policy and Social Media Policy have been workshopped. Workshops to be arranged for the Compliance & Enforcement Policy, Debt Recovery Policy, Local Orders Policy and Tree Management Policy, 7-COMPLETE, 8-COMPLETE, 9-Report to be presented to Council following the Policy Workshop on the Local Orders Policy, 10-COMPLETE, 11- report to be presented to the April Policy & General Committee following the budget workshop, 12-adjustments made in quarter 3 budget review report-COMPLETE, 13&14-COMPLETE, 15-report presented to March Policy and General Committee-COMPLETE, 16-Site visit held and investigations ongoing, 17-report to be presented to April Works Committee, 18-COMPLETE, 19-Budget workshops to be held in March, 20-Meeting held COMPLETE, 21-Report presented to March Health and Building Committee-COMPLETE, 22-to be discussed at budget workshops in March, 23-COMPLETE, 24-COMPLETE, 25-to be discussed at budget workshops in March, 26-included in Public Art Policy Workshop held on 10 March and policy updated as per resolution-COMPLETE, 27-to be workshopped with operational plan and a report to April Policy & General Committee, 28-letter sent-COMPLETE, 29-Site visit scheduled-COMPLETE, 30-meeting being scheduled, 34-report to be presented to Council. 35- to be included in operational plan workshop, 36-interagency group formed-COMPLETE, 37-COMPLETE, 38-COMPLETE, 39-COMPLETE, 39-COMPLETE, 40-COMPLETE

13 Apr 2022 2:40pm Bartlett, Leisa

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Action List

 Division:
 Date From:
 1/04/2018

 For Action
 Committee:
 Ordinary Council
 Date To:
 22/06/2022

Action Sheets Report Further Report Required: Including Further Reports

Printed: Wednesday, 22 June 2022 2:57:31 PM

2-COMPLETE, 3-COMPLETE, 4-Public Forums introduced to Council Meetings and Foundation Broken Hill to commence community meetings, Business Forums already being held-COMPLETE, 5-COMPLETE, 6-Councillor Workshop to consider the remaining policies scheduled for 10 May 2022-COMPLETE, 7-COMPLETE, 8-COMPLETE, 9-To be considered at Councillor Workshop on 10 May 2022-COMPLETE, 10-COMPLETE, 11-Report to be provided following the Councillor Budget Workshop, 12-COMPLETE, 13-COMPLETE, 14-COMPLETE, 15-COMPLETE, 16-Councillor Briefing by Landcare scheduled for 28/4/22 regarding the Imperial Lakes Nature Park Project-COMPLETE, 17-Report to be presented to Council following the Councillor Budget Workshop scheduled for 26/4/22-COMPLETE, 20-COMPLETE, 21-COMPLETE, 19-part of full-day Councillor Budget Workshop scheduled for 26/4/22-COMPLETE, 20-COMPLETE, 21-COMPLETE, 22-to be considered at an Extraordinary Council Meeting along with the 2022/23 budget-COMPLETE, 23-COMPLETE, 24-COMPLETE, 25-included in Councillor Budget Workshop and will be included in budget report to Extraordinary Council Meeting-COMPLETE, 26-COMPLETE, 27-To be considered at an Extraordinary Council Meeting along with the budget report COMPLETE, 28-COMPLETE, 29-COMPLETE, 30-meeting to be scheduled, 31-COMPLETE, 32-EOI to be advertised following completion of the Tree Audit, 33-Tree Management Policy currently being reviewed and provided to Council Meeting, 34 report to be presented to Council, 35-to be included in Councillor Budget Workshop scheduled for 26/4/22-COMPLETE, 36-COMPLETE, 37-COMPLETE, 38-COMPLETE, 40-COMPLETE, 40-COM

19 May 2022 11:38am Bartlett, Leisa

6-Councillor Workshop to consider the remaining policies re-scheduled for 15 June 2022-COMPLETE, 9- Councillor Workshop scheduled for 15 June 2022-COMPLETE, 17-Report to be presented to Council following the adoption of the Budget in May 2022, 1, 30-meeting to be scheduled, , 32-EOI to be advertised following completion of the Tree Audit, 33-Tree Management Policy currently being reviewed and provided to Council Meeting, 34 report to be presented to Council

15 Jun 2022 1:28pm Nankivell, Jay - Completion

Action completed by Bartlett, Leisa

22 Jun 2022 10:26am Guerin, Emily

17. No change in status. 30. Representatives of the Broken Hill City Council will attend a public hearing for the Essential Water and Water NSW Pipeline reviews in September 2022 (date TBC). 32- EOI to be advertised following completion of the Tree Audit, 33 - No change in status 34. Nominations for Working Group closed 17/6/22. Community Members to be determined by General Manager. First meeting will be held in due course.

Meeting	Officer/Director	Section	Subject
Ordinary Council 12/01/2022	Butcher, Lacey	Council Resolution	Council Resolution
	Nankivell, Jay		

Resolved

That Council writes to the relevant State Agency regarding the urgent nature of fruit fly in Broken Hill and region and Council requests advice on what action is or can be taken to address the issue.

CARRIED UNANIMOUSLY

21 Jan 2022 6:35pm Bartlett, Leisa

Letter being drafted

15 Feb 2022 11:24am Bartlett, Leisa

Information provided in Question on Notice Report to February Council Meeting. Meeting being arranged with Landcare Broken Hill to discuss a community approach to combating fruit fly in the City.

24 Mar 2022 5:37pm Bartlett, Leisa

Meeting held with Landcare Broken Hill and joint approach to increase community awareness will be undertaken prior to the next Fruit Fly season.

19 May 2022 11:42am Bartlett, Leisa

No change in status.

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/01/2022	Nankivell, Jay	Confidential Matters	PROPOSED TRANSPORT OPTIONS
	Nankivell, Jay		

Resolved

- 1. That Broken Hill City Council Report No. 25/22 dated January 21, 2022, be received and noted
- That Council negotiate the introduction of a new airline service as proposed by the 'Subject Airline' and as outlined in the report, in accordance with the proposed Air Services Agreement, and that Council receives an undertaking from the 'Subject Airline' that services are expanded should an opportunity present.
- That Council negotiate any commercial incentive provided to the "Subject Airline" with our current provider to ensure fairness and equity.

CARRIED

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Offic

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11 Feb 2022 3:22pm Bartlett, Leisa

Negotiations have commenced as per the Council resolution

24 Mar 2022 5:38pm Bartlett, Leisa

Continuing. Air Services Agreement to be finalised.

19 May 2022 11:43am Bartlett, Leisa

Air Services Agreement with Qantas for finalisation

Meeting	Officer/Director	Section	Subject
Ordinary Council 23/02/2022	Nu'man, Razija	Reports	DISCLOSURE OF INTEREST RETURNS
	Nankivell, Jay		

Resolved

- 1. That Broken Hill City Council Report No. 27/22 dated February 8, 2022, be received.
- That Council note the submission of the required Disclosure of Interest Returns by Deputy Mayor Councillor Jim Hickey, Councillor Michael Boland, Councillor Alan Chandler, and Councillor Hayley Jewitt.
- 3. That access to Council's Register of Returns of Disclosures by Councillors and Designated Persons be in accordance with the provisions of the *Local Government Act 1993* and other relevant legislation.

CARRIED UNANIMOUSLY

25 Feb 2022 9:30am Bartlett, Leisa

Returns to be published on Council's website.

19 May 2022 11:43am Bartlett, Leisa

Publication copies of Councillor Disclosure Returns being finalised and will be published shortly.

22 Jun 2022 11:22am Guerin, Emily

Disclosure returns have been published on Council's website - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 23/02/2022	Bartlett, Leisa	Reports	DELEGATIONS OF FUNCTIONS
	Nankivell, Jay		

Resolved

- That Broken Hill City Council Report No. 28/22 dated February 10, 2022, be received.
- 2. That That Council notes the Schedule of Delegable Functions for the Broken Hill City Council attached to this report at Attachment 1.
- 3. That Broken Hill City Council delegate to the Mayor of the Broken Hill City Council, the Functions in accordance with the Instruments of Delegation attached to this report at Attachment 2.
- 4. That Broken Hill City Council delegate to the Deputy Mayor of the Broken Hill City Council, the Functions in accordance with the Instruments of Delegation attached to this report at Attachment 3.
- 5. That Broken Hill City Council delegate to the General Manager of the Broken Hill City Council, the Functions in accordance with the Instruments of Delegation attached to this report at Attachment 4.

CARRIED UNANIMOUSLY

21 Mar 2022 8:55am Bartlett, Leisa

Delegations have been issued to the Mayor, Deputy Mayor and General Manager. Staff delegations to be issued

19 May 2022 11:44am Bartlett, Leisa

No change in status.

15 Jun 2022 2:04pm Bartlett, Leisa

Sub-delegations will be issued to relevant staff during August/September

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Action Sheets Report

Officer:
Further Report Required: Including Further Reports
Printed: Wednesday, 22 June

Meeting	Officer/Director	Section	Subject
Ordinary Council 23/02/2022	Andrews, Anne Nankivell, Jay	Reports	TOURISM INDUSTRY AND VISITOR ECONOMY BODY

Resolved

- 1. That Broken Hill City Council Report No. 56/22 dated January 28, 2022, be received.
- That Council notes the Tourism Taskforce recommendations of 2014 that resulted in unanimous support from tourism operators for the development of an industry driven tourism organisation for the Far West NSW region which resulted in the formation of Destination Broken Hill.
- 3. That Council continues to collaborate with the tourism industry.
- 4. That Council notes the establishment of Business Far West and approves seed funding the extent of \$20,000 from the 2021/2022 Budget to be matched Dollar for Dollar by the Foundation Broken Hill to coordinate business industry advocacy training and development.
- 5. That Business Far West provides Council with a six-monthly financial and activity report.
- 6. That Council accepts an advisory position on Business Far West.
- 7. That Council receives a bi-monthly activity report.
- 8. That the tourism marketing budget be sent to the appropriate Standing Committee for determination.
- That the appropriate Standing Committee investigate a tourism management structure and possibly set up an organisation based on the same principles as the former Broken Hill Regional Tourism Association Section 355 Committee

CARRIED UNANIMOUSLY

23 Mar 2022 2:57pm Bartlett, Leisa

Awaiting invoice from Business Far West to provide seed funding of \$20K. A bi-monthly economic development report to be presented to the April Policy and General Committee meeting.

13 May 2022 4:23pm Bartlett, Leisa

This action will be included in the Draft Economic Development Strategy which will be presented to Councillors at a Councillor Briefing scheduled for 9 June 2022.

20 Jun 2022 12:36pm Guerin, Emily

Draft Economic Development Strategy Briefing has been moved to 20 July 2022

Meeting	Officer/Director	Section	Subject
Ordinary Council 23/02/2022	Nu'man, Razija	Reports	CONSULTATION - PROPOSED CREEDON STREET OPEN SPACE
	Nankivell, Jay		

Resolved

- 1. That Broken Hill City Council Report No. 45/22 dated February 11, 2022, be received.
- That identified Aboriginal organisations be invited to take part in consultation.
- That an engagement plan be written in consultation with Traditional Owners.
- 4. That the engagement is conducted utilising the timing, facilities, activities and events identified by the community

CARRIED UNANIMOUSLY

23 Mar 2022 3:17pm Bartlett, Leisa

Letter drafted to Crown Lands to ascertain the permissible usage for land in the area identified in Creedon Street.

18 May 2022 5:09pm Devlin, Dionne

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Action Sheets Report

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Letter to Crown Lands sent on 03/05/2022. No response received as yet.

22 Jun 2022 2:08pm Guerin, Emily

No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 23/02/2022	Nu'man, Razija	Committee Reports	MINUTES OF THE BROKEN HILL REGIONAL ART GALLERY ADVISORY COMMITTEE MEETING HELD 30 NOVEMBER 2021
	Nankivell, Jay		

Resolved

- 1. That Broken Hill City Council Report No. 51/22 dated February 4, 2022, be received.
- That minutes of the Broken Hill Regional Art Gallery Advisory Committee Meeting held 30 November 2021 be received and noted.
- 3. That Council re-name the 'Broken Hill Regional Art Gallery' to 'Broken Hill City Art Gallery.'

CARRIED

20 Apr 2022 10:54am Bartlett, Leisa

Updating of the Gallery's name on social media and physical signage will be completed by the reopening date of 27 May 2022.

19 May 2022 11:47am Bartlett, Leisa

No change in status - will be completed ready for the Art Gallery reopening

22 Jun 2022 1:02pm Guerin, Emily

Online platforms have been updated

Meeting	Officer/Director	Section	Subject
Ordinary Council 23/02/2022	Nankivell, Jay	Confidential Matters	LEGAL EXPENDITURE - CIVIC CENTRE OMBUDSMAN'S REPORT
	Nankivell, Jay		

Resolved

- 1. That Broken Hill City Council Report No. 54/22 dated February 15, 2022, be received.
- 2. That the General Manager be invited to contact the Auditor General to investigate the legality of the expenditure to defend the Ombudsman's report in the absence of Council's approval to do so.

CARRIED UNANIMOUSLY

24 Mar 2022 5:35pm Bartlett, Leisa

Communication initiated with the Audit Office to commence the investigation and the best course of action

19 May 2022 11:47am Bartlett, Leisa

No change in status.

Meeting	Officer/Director	Section	Subject
Ordinary Council 23/02/2022	Nankivell, Jay	Confidential Matters	WRITE OFF BAD DEBT - 564-638 Barrier Highway
	Nankivell, Jay		

Resolved

- 1. That Broken Hill City Council Report No. 57/22 dated February 18, 2022, be received.
- 2. That Council approve the write off of \$61,302.29 in relation to the land at 564-638 Barrier Highway, in accordance with the below report, attached documents and subject to legal confirmation.
- 3. That Council authorise the General Manager to write off additional amounts to the value of \$5,000 dependent on final settlement and cost breakdowns in accordance with the debt structure below.
- That Council authorise the General Manager to negotiate a suitable payment arrangement for the payment of all

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ACTION LIST REPORT Attachment 1 **Action List**

1/04/2018 Division: **Date From:** For Action Committee: Ordinary Council Date To: 22/06/2022

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outstanding rates and charges as per the below report.

- That Council retain its rights in recommencing action for the full recoverable debt, subject to any payment defaults, until all outstanding rates and charges as listed below and accrued since have been settled
- That the General Manager provides regular email updates to Councillors regarding adherence to the payment

CARRIED

23 Mar 2022 3:15pm Bartlett, Leisa

In progress

19 Apr 2022 3:46pm Bartlett, Leisa

Update provided at the May Ordinary Council Meeting.

22 Jun 2022 1:12pm Guerin, Emily

١	Meeting	Officer/Director	Section	Subject
	Ordinary Council 30/03/2022	Howard, Codie	Works Committee Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.422, HELD ON TUESDAY, 8 MARCH 2022
١		Nankivell, Jay		

Resolved

- That Broken Hill City Council Report No. 70/22 dated March 9, 2022, be received.
- That the minutes of the Local Traffic Committee Meeting No.422, held on Tuesday, 8 March 2022 be received.
- That Council notes the advice provided by the General Manager regarding Council's success in gaining grant funding to upgrade safety around school zones with work already commenced to upgrade footpaths, line-marking and signage; and that Council can commence communications with Transport NSW (as Rakow Street is a State Highway) regarding the need for additional traffic safety at Burke Ward School and that the requirements for any upgrades would be presented to the Broken Hill Traffic Committee for recommendation to Council.

CARRIED UNANIMOUSLY

19 Apr 2022 3:06pm Bartlett, Leisa

Concerns with traffic control at Burke Ward School have been discussed at April Traffic Committee meeting. Discussions on-going on specifics of requests with Burke Ward Public School.

19 May 2022 11:49am Bartlett, Leisa

Meeting has been organised between Council, NSW Police, Transport for NSW and the Burke Ward School on Tuesday 24 May to gather more details about the requests.

22 Jun 2022 9:39am Guerin, Emily Still awaiting update from meeting from TfNSW

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/03/2022	Nu'man, Razija	Health and Building Committee Reports	CHILDCARE AVAILABILITY BROKEN HILL
	Nankivell, Jay		

Resolved

- That Broken Hill City Council Report No. 71/22 dated March 11, 2022, be received.
- That Council note the initiation of a Council developed Liveability & Housing Strategy to support advocacy and assist in the identification and resourcing to improve livability within the City
- That Council continues to support the work of the Foundation Broken Hill Project Officer to identify and research improved childcare.
- That Council partners with Foundation Broken Hill to advocate for additional services for the expansion of services

InfoCouncil Page 18 of 32 **ACTION LIST REPORT** Attachment 1 **Action List**

1/04/2018 Division: **Date From:** For Action Committee: Ordinary Council Date To: 22/06/2022

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That Council writes to the appropriate Federal & State Ministers as well as Local Members, The Honorable Mark Coulton and Mr Roy Butler to reinforce the urgency of increasing childcare availability within the City

6. That the Mayor and Councillors meet with the Federal Member when he is next in Broken Hill, to discuss the issue.

CARRIED UNANIMOUSLY

20 Apr 2022 10:56am Bartlett, Leisa

Letters being drafted.

18 May 2022 5:12pm Devlin, Dionne
Letter sent to Travis Nadge at Foundation Broken Hill on 03/05/2022. The additional letters to Federal and State Minister and Members have been drafted and will be forwarded following the Federal Election.

22 Jun 2022 11:21am Guerin, Emily

Letters to Federal and State Minister and Members have been sent. COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/03/2022	Bartlett, Leisa	Health and Building Committee Reports	MINUTES OF THE BROKEN HILL LEAD REFERENCE GROUP MEETING HELD 18 NOVEMBER 2022
	Nankivell, Jay		

Resolved

- 1. That Broken Hill City Council Report No. 73/22 dated February 2, 2022, be received.
- That the minutes of the Broken Hill Lead Reference Group for Meeting held 18 November 2021, be received
- That the Lead Reference Group be invited to give a presentation to Councillors at a Councillor Briefing regarding the current status of lead levels in Broken Hill.
- That Council approaches the local State and Federal Members and the relevant Minister to request that the current water subsidy for the construction of the Wentworth to Broken Hill pipeline be maintained in order for Council and the community to be able to afford to green the City's parks, ovals, street verges and private gardens. The greening of the City also assists to reduce the community's blood lead levels.

CARRIED UNANIMOUSLY

12 Apr 2022 4:23pm Bartlett, Leisa

Letter being drafted and will be sent after the Federal Election.

15 Jun 2022 2:05pm Bartlett, Leisa

Letter sent. COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/03/2022	Nu'man, Razija	Health and Building Committee Reports	MATTER OF URGENCY RAISED AT HEALTH AND BUILDING COMMITTEE MEETING - PROPOSED CWA MURAL AT 163 ARGENT STREET, BROKEN HILL
	Nankivell, Jay		

Resolved

- That Councillors Report No. /22 dated March 25, 2022, be received.
- Broken Hill City Council be provided with a report about the process to approve the DA as submitted by the CWA Broken Hill Branch for a Public Art Mural at 163 Argent Street, Broken Hill.
- That approval be given for the Mural to be completed by end of September 2023 subject to the required processes.
- That Broken Hill City Council contribute the sum of \$5000.00 as a good will gift to enable the Mural to be completed to cover rising costs since the original application and restore the faith of the CWA in the City Council following the previous terrible decision.

CARRIED

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06 Apr 2022 3:06pm Brealey, Jodie

Correspondence forwarded to CWA advising of resolution, Item 4 how \$5,000 is in the process of being paid to CWA and Item 2/3 Planning and Community Safety division will advise of DA process in further correspondence. Report presented to April Health & Building Committee regarding the process for DA approval.

22 Jun 2022 11:24am Guerin, Emily

Ongoing updates to be included with April 2022 report item - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/03/2022	Butcher, Lacey	Policy And General Reports	MATTER OF URGENCY RAISED AT POLICY AND GENERAL COMMITTEE MEETING - LGNSW CONFERENCE MOTION - BAN ON DEVELOPERS AND REAL ESTATE AGENTS SERVING AS COUNCILLORS
	Nankivell, Jay		

Resolved

- 1. That Councillors Report No. /22 dated March 25, 2022, be received.
- Broken Hill City Council forward a motion for the next LGANSW to rescind the resolution, passed at the LGNSW conference to adopt a policy that wants to preclude real estate agents and their families and close contacts from serving as Councillors.
- That the motion be resubmitted as follows: That Local Government NSW calls on the Premier of NSW and the Minister for Local Government to ban Developers only from serving as Councillors.
- That it is noted that BHCC supports the rights of all to represent Local Government if they meet the current Legislative requirements.
- 5. That Broken Hill City Council forward a copy of our proposed motion to ALL NSW Regional councils and Shires requesting that they write to LGNSW in support of our new motion due to the fact that Real Estate Agents are an integral part of all Regional/Country councils and shires and that our Councils would be dramatically affected if the current motion was passed to Legislation and that if passed then it highlights the huge divide between Regional and City members of the LGNSW and possibly Regional Councils and Shires should consider reverting back to a separate City Council and Shires Association.
- That Broken Hill City Council write to the Real Estate Institute of NSW and the Australian Property Institute NSW requesting their support in the form of representation to the Premier and Minister for Local Government to not allow the original motion to pass to Legislation.
- That the motion be referred also to the Western Division Councils mid-term meeting to be held in Cobar on 1-3 May 2022.

CARRIED UNANIMOUSLY

12 Apr 2022 4:42pm Bartlett, Leisa

Letters being drafted.

19 May 2022 11:53am Bartlett, Leisa

All letters sent as per Council resolution. Motion submitted to the Western Division Councils Mid-Term Conference. Coucnil's motion to the October 2022 LGNSW Conference will be submitted once motions open.

22 Jun 2022 10:20am Guerin, Emily

Submissions open in August 2022

Meeting	Officer/Director	Section	Subject	
Ordinary Council 27/04/2022	Nieuwoudt, Kobus	Health and Building Committee Reports	UPDATE ON ACQUISITION OF FEDERATION WAY	
	Nankivell, Jay			
Resolved				
1 That Broken H	1 That Broken Hill City Council Paport No. 83/22 dated April 5, 2022, be received			

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ACTION LIST REPORT Attachment 1
Action List

 Division:
 Date From:
 1/04/2018

 For Action
 Committee:
 Ordinary Council
 Date To:
 22/06/2022

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2. That Council note the update on the acquisition of Federation Way.

- That at this point in time Council takes no further action in processing this matter due to the unknown legal costs and compensation costs associated with the determination of Native Title, until Council receives a guarantee of the costs involved.
- 4. That Council writes to the Department of Crown Lands advising that Council will continue with the process to acquire Federation Way if the Department of Crown Lands give a guarantee of covering Council's costs incurred in respect to Native Title determination.

CARRIED

19 May 2022 11:58am Bartlett, Leisa Discussions to be held with Crown Lands. 22 Jun 2022 11:05am Guerin, Emily

Correspondence has been sent to Crown Lands

irector Section	Subject
Committee Reports	PROPOSED CWA MITRAL AT 163 ARGENT STREET BROKEN HILL
d	dt, Health and Building

Resolved

- 1. That Broken Hill City Council Report No. 84/22 dated April 7, 2022, be received.
- That Council staff provide correspondence to the Broken Hill Branch of the CWA, inviting them to submit a Development Application, and outlining the required information and advice/guidance on how to lodge a Development Application.
- That following submission of the Development Application and an initial assessment by Council Officers, the
 Development Application is referred to the Health and Building Committee for recommendation to Council for final
 determination

CARRIED UNANIMOUSLY

19 May 2022 1:37pm Bartlett, Leisa

An email was sent to the CWA providing information on the Development Application Process. A meeting was also held on 2 May 2022 with the artist and a CWA representative to go through the required information that needs to be submitted with a DA and also the DA process. The CWA were encouraged to Contact Council's Planning Team for any further assistance/guidance. Staff offered the CWA a pre-planning meeting once they have gathered the required information and are ready to submit a DA. At this stage a new DA has not been submitted.

22 Jun 2022 11:07am Guerin, Emily

No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council	Nu'man, Razija	Health and Building	YOUTH SECTION 355 COMMITTEE TERMS OF REFERENCE
27/04/2022	Nankivell, Jay	Committee Reports	

Resolved

- 1. That Broken Hill City Council Report No. 86/22 dated April 8, 2022, be received.
- 2. That Council adopts the Terms of Reference for the creation of a Youth Section 355 Committee.
- That Council appoints Councillors Boland, Turley and Jewitt as Council's Delegates on the Youth Section 355 Committee.
- That Council advertises for community representatives on the Youth Section 355 Committee, and for the nominations to be presented to a future Council Meeting for appointment.

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1/04/2018 Division: **Date From:** For Action Committee: Ordinary Council 22/06/2022 Date To:

Further Report Required: Including Further Reports **Action Sheets Report**

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That Council investigate the opportunity to assist young people aged 12-24 years to create a Youth Council

CARRIED UNANIMOUSLY

06 May 2022 5:35pm Bartlett, Leisa

2,3&4 - Constitution adopted and advertising commenced for community representatives - COMPLETE, 5. - Investigations have commenced. 22 Jun 2022 11:26am Guerin, Emily

5. Nominations open and advertising will continue for community representatives

22 Jun 2022 2:08pm Guerin, Emily

No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/04/2022	Bartlett, Leisa	Policy And General Reports	NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMUNITY COMMITTEES
	Nankivell Jav		

Resolved

- That Broken Hill City Council Report No. 96/22 dated April 6, 2022, be received.
- That Council accepts the nomination from Ms Ghislaine Barbe as community representatives on the Broken Hill Heritage Committee.
- That Council accepts the nominations from Ms Jenny Cattonar, Mr Rick Ball, Mr Clark Barrett and Mr John Hart as community representatives on the Broken Hill City Art Gallery Advisory
- That Council accepts the nominations from Mr John Rogers, Ms Merran Coombe, Mr Jeffrey Crase, Mr Geoffrey Hoare, Ms Susan Spangler, Mr David Spielvogel, Ms Jill Spielvogel, Mr Paul Reed, Ms Gaylene Ford, Mr Michael Ford, Ms Karen Ford, Mr Ronald Fletcher and Ms Ann Evers as community representatives on the Friends of the Flora and Fauna of the Barrier Ranges Community Committee
- That Council accepts the nominations from Ms Tanya Martyn, Mr Chris May and Mr Layne Ralph as community representatives on the Memorial Oval Community Committee
- That the community representatives be advised of their appointment and advice also be sent to the corresponding Committee Secretary/Chairperson.
- That Council notes that the current round of advertising closes on 6 May 2022 and a further report will be presented to the May Policy and General Committee Meeting with further nominations received.
- That Council notes that correspondence has been sent to all outgoing community representatives on Section 355 8. Committee in appreciation of their service on the Committee and encouraging them to renominate.
- That Council actively recruits to fill all vacant positions on Council's Section 355 Committees

CARRIED UNANIMOUSLY

13 May 2022 4:56pm Bartlett, Leisa

Letters being drafted 22 June 2022 4:09pm Bartlett, Leisa

Newly appointment community representatives have been advised and induction sessions being arranged. Councillor representatives have been provided information regarding holding their Annual General Meetings. COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/04/2022	Howard, Codie Nankivell, Jay	Further Reports	STORM EVENTS 28/2/2022 AND 15/3/2022 RESPONSE COSTING REPORT
Resolved			

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Action List

For Action Division: Date From: 1/04/2018
Committee: Ordinary Council Date To: 22/06/2022

Action Sheets Report

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1. That Broken Hill City Council Report No. 103/22 dated April 20, 2022, be received

- That Council note the estimated costs associated with Council's response to the February 28 and March 15 storm events.
- 3. That Council approve a storm rectification works fund to the amount of \$150,000 and delegate to the General Manager authorisation to approve expenditure above the capital threshold for individual works being repaired directly affected by both storm events in accordance with Council's Procurement Policy.
- That the General Manager writes to the Federal and State Members seeking further disaster funding assistance for storm rectification works.

CARRIED UNANIMOUSLY

19 May 2022 12:03pm Bartlett, Leisa Works are on-going. 22 Jun 2022 9:45am Guerin, Emily No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/04/2022	Howard, Codie	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 423, HELD ON TUESDAY, 12 APRIL 2022
	Nankivell, Jay		

Resolved

- 1. That Broken Hill City Council Report No. 105/22 dated April 21, 2022, be received.
- That the minutes of the Local Traffic Committee Meeting No. 423, held on Tuesday, 12 April 2022 be received.
- 3. Item No. 423.8.3 That traffic counters be installed in the Aquatic Centre carpark to identify the speed of vehicles.
- 4. Item No. 422.6.3 That traffic counters be installed on Rakow Street adjacent to the Burke Ward Public school to identify the times and speed of vehicles travelling along Rakow Street and for the data collected to be presented to the Police for compliance.

CARRIED UNANIMOUSLY

19 May 2022 12:04pm Bartlett, Leisa With operational team for completion 22 Jun 2022 9:45am Guerin, Emily No change in status

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/04/2022	Andrews, Anne	Motion	Motion
	Nankivell, Jay		

Resolved

- That Mayoral minute No. 6/22 dated April 27 2022 be received.
- 2. That Council congratulates the organisers of the inaugural Mundi Mundi Bash for hosting a successful event and thank them for bringing a major music festival to Broken Hill and the positive economic impact that this event has had on the City; and that Council also congratulates the General Manager, the Executive Manager Growth and Investment and Council staff for their assistance in the organisation of the event.
- 3. That a media release be issued thanking all local businesses and their staff for providing services to the large

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Action Sheets Report

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influx of tourists experienced during Easter and the Mundi Mundi Bash period.

CARRIED UNANIMOUSLY

13 May 2022 5:11pm Bartlett, Leisa

Letters being drafted - awaiting economic data on the Mundi Mundi Bash period which will then be included in the letter. Media release distributed. 20 Jun 2022 12:39pm Guerin, Emily

Mundi Mundi letter sent to organisers - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/04/2022	Andrews, Anne	Council Resolution	Council Resolution
	Nankivell, Jay		

Resolved

That Council thanks all event organisers and volunteers for assisting in the conduct of the 2022 Broken Hill Heritage Festival: and Council also thanks the community for their attendance at festival activities

That Council recognises the importance of the Broken Hill Heritage Festival and seeks government funding to support a Heritage Festival Curator to assist with the growth of the Festival to become a major event for the City celebrating Broken Hill's National Heritage Listing.

CARRIED UNANIMOUSLY

13 May 2022 4:19pm Bartlett, Leisa

Letters of appreciation have been sent to event organisers and volunteers for their assistance with the conduct of the 2022 Broken Hill Heritage Festival. Funding for a Heritage Festival Curator being investigated with State Government

20 Jun 2022 12:40pm Guerin, Emily

Monitoring for funding opportunities

I	Meeting	Officer/Director	Section	Subject
	Ordinary Council 25/05/2022	Nankivell, Jay	Mayoral Minute	SUPPORT FOR LANDCARE BROKEN HILL'S PROPOSED IMPERIAL LAKES SUSTAINABILITY HUB AND NATURE PARK PROJECT
ı		Nankivell, Jay		

Resolved

- That Mayoral Minute No. 6/22 dated May 16, 2022, be received.
- That Council supports concept of Landcare Broken Hill's Sustainability Hub and Imperial Lakes Nature Park Project for the redevelopment of the Imperial Lakes as outlined in the Councillor Briefing held Thursday 28 April
- That Council provides initial support to the project by way of in-kind support (Council staff time) for the process involved in the change of planning zone to allow for the proposed change in use of the Imperial Lake site for the redevelopment as a Sustainability Hub and Imperial Lakes Nature Park; and to provide support to Landcare Broken Hill's future funding efforts by way of ongoing advocacy and the provision of letters of support towards Federal and State grant funding applications.

CARRIED UNANIMOUSLY

22 Jun 2022 10:32am Guerin, Emily
Council resolution forwarded to the President of Landcare Broken Hill. Support as per the Council resolution will be provided to Landcare.

Meeting	Officer/Director	Section	Subject		
Ordinary Council 25/05/2022	Bartlett, Leisa	Works Committee Reports	NOMINATIONS FOR MEMBERSHIP ON THE E.P. O'NEILL PARK REDEVELOPMENT PROJECT STEERING GROUP		
	Nankivell, Jay				
Resolved	Resolved				
1. That Broken Hill City Council Report No. 109/22 dated May 3, 2022, be received.					

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That Mr Peter Johnston, Ms Anita Hoystead, Mr Michael McKee, Mr Jack Woods and Ms Leah Carr, be appointed as user representatives on the E.P. O'Neill Memorial Park Redevelopment Project Steering Group.

CARRIED UNANIMOUSLY

15 Jun 2022 1:44pm Bartlett, Leisa
Community represenatives notified of their appointment to the Project Steering Group, and the inaugral meeting is being arranged., COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Nu'man, Razija	Health and Building Committee Reports	WEST DARLING ARTS - MEMORANDUM OF UNDERSTANDING
	Nankivell, Jav		

Resolved

- 1. That Broken Hill City Council Report No. 110/22 dated April 29, 2022, be received.
- That Council enter a Memorandum of Understanding with West Darling Arts as detailed in the report for the financial year 2022/2023 for an amount of \$17,510.00.
- That Council resolve the term of the Memorandum of Understanding with West Darling Arts to be of one year duration and further funding assessed following receipt of the West Darling Arts Annual Report in 2023.
- That Council receives quarterly reports from West Darling Arts regarding the progress of activities that align with the key performance indicators set out in the Memorandum of Understanding

CARRIED UNANIMOUSLY

22 Jun 2022 2:04pm Guerin, Emily

MOU signed by all parties. Funding available in new financial year

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Bartlett, Leisa	Policy And General Reports	DELEGATE'S REPORT - ATTENDANCE AT THE WESTERN DIVISION COUNCILS OF NSW 2022 MID-TERM CONFERENCE
	Nankivell, Jay		

Resolved

- 1. That Councillors Report No. 1/22 dated May 6, 2022, be received.
- That Councillor Gallagher provides a verbal Delegate's Report regarding attendance at the Western Division Councils of NSW 2022 Mid-Term Conference held in Cobar 1-3 May 2022; and that the verbal report be received.
- That Council thanks the President of the Western Division Councils of NSW (Councillor Gallagher) for hosting the Mid-Term Conference.
- That a report be presented to the Policy and General Committee confirming Council's motion to the Western Division Councils of NSW 2022 Mid-Term Conference which related to a proposal to amend legislation to allow for an increase to the land rates base rate to 75%.

CARRIED UNANIMOUSLY

15 Jun 2022 1:42pm Bartlett, Leisa

Report presented to the June Policy and General Committee Meeting., COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Bartlett, Leisa	Policy And General Reports	CORRESPONDENCE REPORT - MOBILE COMMUNICATIONS UPGRADE REQUIRED FOR THE BROKEN HILL RACECOURSE
	Nankivell, Jay		
Resolved			

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Action Sheets Report

That Broken Hill City Council Report No. 112/22 dated May 5, 2022, be received

- That correspondence dated 20 April 2022 from Mr Roy Butler MP, Member for Barwon and correspondence dated 21 April 2022 from The Hon Mark Coulton MP, Federal Member for Parkes in reply to the Mayor's correspondence regarding the need for an upgrade to mobile communications at the Broken Hill Racecourse, be received and noted
- That Council notes that, as per Council's Resolution 27 April 2022 (Minute No. 46830), a temporary solution is being arranged for the conduct of Agfair Broken Hill to be held 27-28 May 2022 and Council will contribute \$37,000 from unspent funds in the 2021/2022 Community Assistance Grants budget as a co-contribution (with Agfair Broken Hill, Foundation Broken Hill, NSW State Government and Telstra) towards a "Temporary Cell on Wheels" for the duration of Agfair.
- That Council notes correspondence dated 10 May 2022 received from The Hon Scott Barrett MLC regarding the temporary solution for a "Temporary Cell on Wheels" to be operational for the duration of Agfair.
- That the Policy and General Committee liaise with Local Government NSW regarding the inadequate mobile phone coverage in and around Broken Hill and opportunities for an upgrade to mobile phone coverage under the black spot funding program; and that a motion be submitted to the Local Government NSW Annual Conference regarding the inadequate mobile phone coverage across regional NSW.

CARRIED UNANIMOUSLY

15 Jun 2022 1:54pm Bartlett, Leisa

The Policy and General Committee members met with the President and CEO of LGNSW on Thursday 9 June 2022 to discuss motions to the 2022 LGNSW Conference. the CEO of LGNSW and Council's General Manager will liaise to discuss wording of motions. A report will be presented to the July Council Meeting for adoption.

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Bartlett, Leisa	Policy And General Reports	CORRESPONDENCE REPORT - WEATHER RADAR FOR FAR WEST NSW
	Nankivell, Jay		

Resolved

- That Broken Hill City Council Report No. 113/22 dated May 5, 2022, be received
- That the copy of correspondence dated 28 March 2022 from the Hon Susan Ley, Minister for the Environment addressed to The Hon Mark Coulton MP, Federal Member for Parkes (forwarded to Council by the Federal Member for Parkes) in response to recent representations made on behalf of the Pastoralists' Association of West Darling seeking improvements to the weather radar coverage for the Far West NSW region, be received and noted
- That reply correspondence be sent to the newly appointed Minister for Environment explaining that poor mobile phone coverage in Broken Hill and the Far West NSW region would hamper the use of weather apps as suggested in correspondence from the Hon Susan Ley MP, and reiterating that the region requires doppler weather radars to provide adequate notice of impending severe weather events.

CARRIED UNANIMOUSLY

15 Jun 2022 1:53pm Bartlett, Leisa Correspondence sent. COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Bartlett, Leisa	Policy And General Reports	DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2022/2023, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2022/2023
	Nankivell, Jay		
Resolved			

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1/04/2018 Division: **Date From:** For Action Committee: Ordinary Council Date To: 22/06/2022 Further Report Required: Including Further Reports Printed: Wednesday, 22 June

Action Sheets Report

- That Broken Hill City Council Report No. 114/22 dated April 1, 2022, be received
- That Council endorse the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 for the purpose of public exhibition for community comment for a 28-day period.
- That Council receives a further report at the conclusion of the exhibition period, outlining submissions received and any recommendation for changes arising, with a view to adopting the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2022/2023, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2022/2023 for implementation on 1 July 2022.
- That Council endorses Rating Option 2 as provided in this report with overall rate revenue increasing by 2.3% as per the additional special variation application (ASV). Mines rates contribution increases to 16%, while Business industrial reduce to their 2019/20 level of 4.31%. Business rate contribution decreases by 0.82% from 17.58% to 16.76%
- That Council endorses Residential Waste Fees (Weighbridge) Option 1 as provided in this report to continue with the current model of waste charges but with an increased number of vouchers provided to ratepayers for mixed waste disposal. An increase from 5 vouchers to 8 vouchers would allow ratepayers 3 extra visits to the Waste Management Facility free of charge with recyclables, e-waste, steel and iron and green waste up to 1 tonne continuing to be accepted free of charge without the use of a voucher. Additional vouchers can be supplied upon request for eligible residential customers.
- 6. That Council notes that a Waste Management Strategy is being developed

CARRIED UNANIMOUSLY

30 May 2022 3:18pm Bartlett, Leisa

Draft strategic plans placed on public exhibition 26 May 2022 - 22 June 2022. A further report will be presented to the June Council Meeting for adoption. COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Bartlett, Leisa	Policy And General Reports	DRAFT LONG TERM FINANCIAL PLAN 2023-2032
	Nankivell, Jay		

Resolved

- That Broken Hill City Council Report No. 120/22 dated May 9, 2022, be received
- That Council endorse the Draft Long Term Financial Plan 2023-2032 for public exhibition.
- 3. That that Draft Long Term Financial Plan 2023-2032 be placed on public display for 28 days in accordance with legislation.

CARRIED UNANIMOUSLY

30 May 2022 3:21pm Bartlett, Leisa

Draft strategic plan placed on public exhibition 26 May 2022 - 22 June 2022. A further report will be presented to the June Council Meeting for adoption. COMPLETE

Meeting	Officer/Director	Section	Subject		
Ordinary Council 25/05/2022	Bartlett, Leisa	Policy And General Reports	DRAFT WORKFORCE MANAGEMENT STRATEGY 2022-2026 FOR PUBLIC EXHIBITION		
	Nankivell, Jay				
Resolved					
1. That Broken Hill City Council Report No. 115/22 dated April 8, 2022, be received.					

InfoCouncil Page 27 of 32 **ACTION LIST REPORT** Attachment 1 **Action List**

1/04/2018 Division: **Date From:** For Action Committee: Ordinary Council Date To: 22/06/2022 Further Report Required: Including Further Reports Printed: Wednesday, 22 June

Action Sheets Report

That Council endorse the Draft Workforce Management Strategy 2022-2026 for consultation and public exhibition for a period of 28 days.

That Council receive a further report at the conclusion of the exhibition period, detailing submissions received and any recommended changes arising with a view to adopting the Draft Workforce Management Strategy 2022-2026.

CARRIED UNANIMOUSLY

2022 2:57:31 PM

30 May 2022 3:21pm Bartlett, Leisa

Draft strategic plan placed on public exhibition 26 May 2022 - 22 June 2022. A further report will be presented to the June Council Meeting for adoption. COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Bartlett, Leisa	Policy And General Reports	ADOPTION OF THE DRAFT REVISED CODE OF CONDUCT POLICY
	Nankivell, Jay		

Resolved

- 1. That Broken Hill City Council Report No. 118/22 dated April 29, 2022, be received
- That Council notes that nil submissions were received from the public during the public exhibition period.
- That Council adopts the draft revised Code of Conduct Policy as a Policy of Council.
- That Council adopts the Office of Local Government's Procedures for the Administration of the Model Code of Conduct for NSW Councils, for the administration of Council's Code of Conduct Policy.
- That Council notes that adoption of the draft revised Code of Conduct Policy the render Council's 2020 Code of Conduct Policy obsolete.

CARRIED UNANIMOUSLY

15 Jun 2022 2:03pm Bartlett, Leisa

All processes undertaken to adopt policy. COMPLETE

ı	Meeting	Officer/Director	Section	Subject
ı	Ordinary Council 25/05/2022	Bartlett, Leisa	Policy And General Reports	ADOPTION OF THE DRAFT REVISED SOCIAL MEDIA POLICY AND THE DRAFT REVISED MEDIA RELATIONS POLICY
١		Nankivell, Jay		

Resolved

- That Broken Hill City Council Report No. 121/22 dated May 2, 2022, be received
- That Council notes that nil submissions were received from the public during the public exhibition period.
- That the draft revised Social Media Policy and the draft revised Media Relations Policy be adopted as Policies of Council.
- That Council notes that the adoption of the draft revised Social Media Policy and the draft revised Media Relations Policy will render Council's 2018 Social Media Policy and 2017 Media Relations Policy obsolete

CARRIED UNANIMOUSLY

15 Jun 2022 2:02pm Bartlett, Leisa

processes complete to adopt Policy.

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Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Bartlett, Leisa Nankivell, Jay	Policy And General Reports	AMENDMENT TO COUNCIL'S CODE OF MEETING PRACTICE POLICY TO INCLUDE AN ACKNOWLEDGEMENT TO BROKEN HILL'S MINING HISTORY

Resolved

ACTION LIST REPORT

- That Broken Hill City Council Report No. 122/22 dated May 3, 2022, be received
- That Council's Code of Meeting Practice Policy be amended at clauses 8.1 and 20.5b to include an Acknowledgement of Broken Hill's Mining History in the Order of Business at Standing Committee Meetings and Ordinary and Extraordinary Council Meetings as follows:
 - To include an Acknowledgement of Broken Hill's Mining History to follow the Acknowledgement of Country in the Order of Business for Standing Committees and Ordinary and Extraordinary Council Meetings.
 - b) To include the wording of the Acknowledgement of Broken Hill's Mining History in a note to clause 8.1 and 20.5b as follows:

"We take time to reflect, remember and honour the over 800 miners that lost their lives and those that were crippled or maimed on the Line of Lode. We thank the brave miners and their wives who were part of the 1919-1920 strike that lasted over 500 days and delivered a 35 hour working week. Mining is our past and future '

- That Council's Code of Meeting Practice Policy also be amended at clauses 8.1 and 20.5b to include in a note, the wording the Prayer and Acknowledgement of Country as follows:
 - a) Prayer:

"Almighty God, we ask you to invoke your blessing upon this Council. Direct and prosper our deliberations to the advancement and true welfare of the people of the Council are, our State and Australia. AMEN"

b) Acknowledgement of Country:

"We acknowledge the traditional owners of the land upon which we meet today and pay our respects to their elders; past, present and emerging.

CARRIED UNANIMOUSLY

15 Jun 2022 1:48pm Bartlett, Leisa
Council's Code of Meeting Practice Policy was updated and replaced on Council's website. Council and Committee Meeting practices have been updated to include the new Acknowledgement to Broken Hill's Mining History. COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Manuel, Darrin	Policy And General Reports	COUNCIL NEWSLETTER - CONTENT AND FORMAT
	Nankivell, Jay		

Resolved

- That Broken Hill City Council Report No. 127/22 dated May 6, 2022, be received.
- That Council proceed with the publication and delivery of a bi-monthly newsletter in accordance with parameters listed below, and include any other features requested by Councillors at the May 2022 Policy and General Committee meeting

CARRIED UNANIMOUSLY

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22 Jun 2022 10:13am Guerin, Emily

Contact made with distributors. Template is being prepared. First addition to be distributed early July

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Bartlett, Leisa	Policy And General Reports	GRANT ASSISTANCE - FEE INTRODUCTION
	Nankivell, Jav	·	

Resolved

- 1. That Broken Hill City Council Report No. 128/22 dated March 4, 2022, be received.
- 2. That Council adopts option 2 of the report to form part of the Draft Schedule of Fees & Charges 2022/2023, i.e. an amendment to the Draft Schedule of Fees & Charges 2022/2023 to include a Fee by quotation to provide grant writing assistance to local organisations on a cost recovery basis based on the actual time required to assist or write the grant application. If the applicant is successful with the grant, an additional 5% would be payable to Council, as an additional revenue stream to build future grant attraction capacity.
- That Council's promotion of the grant assistance service explains that it is an additional service that Council will
 provide to the community to facilitate and increase grants to the community; and that it is not a revenue generating
 exercise for Council the fee charged is to cover the cost of providing this additional service.

CARRIED UNANIMOUSLY

15 Jun 2022 1:47pm Bartlett, Leisa

The grant fee option resolved by Council was placed in the Draft Schedule of Fees and Charges and placed on public exhibition closing 22 June 2022. Further report to be presented to the June Council Meeting for adoption. COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Bartlett, Leisa	Policy And General Reports	NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMUNITY COMMITTEES
	Nankivell lav		

Resolved

- 1. That Broken Hill City Council Report No. 129/22 dated May 6, 2022, be received
- 2. That Council appoints Mr Ron Butcher, Ms Katrina Webb, Ms Pamela O'Dwyer and Mr Peter O'Dwyer as community representatives on the Alma Oval Community Committee.
- 3. That Council appoints Mr Wayne Orr and Mr Mark Curtis as community representatives on the BIU Band Hall Community Committee.
- 4. That Council appoints Ms Maureen Clark, Ms Krystle Evans, Ms Julie Horsburgh, Ms Catherine Farry, Professor Simon Molesworth AO QC and Ms Jo Crase as community representatives on the Broken Hill City Art Gallery Advisory Group and notes that this Committee has reached full membership.
- 5. That Council appoints Ms Christine Adams, Ms Jeanette Thompson, Mr Simon Molesworth AO QC and Ms Jo Crase as community representatives on the Broken Hill Heritage Advisory Committee.
- 6. That Council appoints Ms Kellie Scott, Mr Jamie Scott, Mr Evan Scott, Miss Emily Scott as community representatives on the Friends of the Flora and Fauna of the Barrier Ranges Community Committee and notes that this Committee has reached full membership.
- That Council appoints Ms Jodie Whitehair as a community representative on the Memorial Oval Community Committee.
- That Council appoints Ms Christine Adams, Mr Paul Adams and Mr Trevor Rynne as community representatives on the Picton Oval Community Committee.

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For Action Sheets Report Further Report Required: Including Further Reports Date From: 1/04/2018

Date From: 1/04/2018
Date To: 22/06/2022

22/06/2022

Printed: Wednesday, 22 June

- That Council appoints Mr Wayne Lovis, Ms Alison Sutton, Mr Carey Guihot, Ms Barbara Webster and Mr Greg Curran as community representatives on the Riddiford Arboretum Community Committee.
- That the community representatives be advised of their appointment and advice also be sent to the corresponding Committee Secretary/Chairperson.
- 11. That Council notes that the current round of advertising closes on 3 June 2022 and a further report will be presented to the June Policy and General Committee Meeting with further nominations received.
- 12. That Council notes that correspondence has been sent to all outgoing community representatives on Section 355 Committee in appreciation of their service on the Committee and encouraging them to renominate.
- 13. That the Section 355 Framework and Constitutions be amended in order for the Section 355 Committees to elect their Chairperson at their Annual General Meetings.

CARRIED UNANIMOUSLY

30 May 2022 3:22pm Bartlett, Leisa

New Committee Members have been notified of their appointment and Councillors have been advised if the new members on each Committee and to call their AGM's to appoint the Executive members. Council will continue to advertise for more nominations. COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Bartlett, Leisa	Further Reports	OFFICE OF LOCAL GOVERNMENT CIRCULAR TO COUNCILS 22- 12 - PROPOSED AMENDMENTS TO THE STANDARD CONTRACT OF EMPLOYMENT FOR GENERAL MANAGERS
	Nankivell, Jay		

Resolved

- That Broken Hill City Council Report No. 130/22 dated May 17, 2022, be received.
- That Council notes the Office of Local Government's Circular to Councils No. 22-12 regarding proposed amendments to the standard contract of employment for General Managers.
- That a Councillor Briefing be held for Councillors to discuss the Office of Local Government's proposed
 amendments to the standard contract of employment for General Managers; and for Councillors to formulate a
 submission (if any) to be forwarded to the Office of Local Government prior to the closing date for submissions of
 14 June 2022.

CARRIED UNANIMOUSLY

30 May 2022 3:17pm Bartlett, Leisa

Councillor Briefing held 8 June 2022 to discuss the OLG Circular and to formulate a submission. Council's submission was forwarded to OLG on 10 June 2022. COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Howard, Codie	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO. 424, HELD ON TUESDAY, 3 MAY 2022
	Nankivell, Jav		· ·

Resolved

- 1. That Broken Hill City Council Report No. 131/22 dated May 10, 2022, be received
- That the minutes of the Local Traffic Committee Meeting No. 424, held on Tuesday, 3 May 2022 be received.
- Item No. 424.6.1 That the committee endorse the request for six parking spaces adjacent to the old TAB building
 in Blende Street to be closed from Thursday, 8 of September to Sunday, 11 September 2022 for the Veteran,
 Vintage & Classic Motorcycle Club of Broken Hill bike show.

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ACTION LIST REPORT Attachment 1
Action List

 Division:
 Date From:
 1/04/2018

 For Action
 Committee:
 Ordinary Council
 Date To:
 22/06/2022

Action Sheets Report Further Report Required: Including

Further Report Required: Including Further Reports Printed: Wednesday, 22 June 2022 2:57:31 PM

That the respondent complete Council's application for Road Closure, so that approval can be granted by Council.

CARRIED UNANIMOUSLY

22 Jun 2022 9:46am Guerin, Emily

Approval has been granted for carpark closure for this event. No further action needed

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Nu'man, Razija	Council Resolution	Council Resolution
	Nankivell, Jay		

Resolved

That the General Manager be invited to provide a report regarding the establishment of a Memorandum of Understanding with the Willyama Art Society with a view to granting the Society the ability to conduct a biennial art exhibition at the Broken Hill City Art Gallery (or at another Council facility) as they have for the past 60 years.

CARRIED UNANIMOUSLY

22 Jun 2022 2:03pm Guerin, Emily Drafting of report in progress

Meeting	Officer/Director	Section	Subject
Ordinary Council 25/05/2022	Bartlett, Leisa	Council Resolution	Council Resolution
	Nankivell, Jay		
	•	9	r election win,and sends letters of congratulations to the
Prime Minister and the local Federal Member.			

CARRIED UNANIMOUSLY

15 Jun 2022 1:46pm Bartlett, Leisa Letters of congratulation sent., COMPLETE

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QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETINGS

 Ordinary Council 29 June 2022

ORDINARY MEETING OF THE COUNCIL

June 3, 2022

ITEM 1

QUESTIONS ON NOTICE NO. 5/22

SUBJECT: COUNCILLOR QUESTIONS TAKEN ON NOTICE AT THE MAY

2022 ORDINARY COUNCIL MEETING AND JUNE STANDING
COMMITTEES
D22/29331

Summary

The report provides responses to questions raised by Councillors during the May 2022 Council Meeting, which were taken on notice.

Recommendation

1. That Questions On Notice No. 5/22 dated June 3, 2022, be received.

Background

Following are the responses to questions raised by Councillors which the Mayor and/or General Manager took on notice at the May 2022 Council Meeting.

Question:	Section 355 Committee Meetings The General Manager took a question on notice from Councillor Turley regarding Councillors being provided with a schedule of meeting dates for Section 355 Committee Meetings.
Response:	On 30 May 2022, correspondence was forwarded to all newly appointed community representatives on Council's Section 355 Committees notifying them of their appointment to Committees and advising that the Councillor Delegate/s assigned to each Committee will be in contact with them to call the Committee's Annual General Meetings where their Executive Members will be appointed.
	On 30 May 2022, Councillors were also forwarded correspondence advising of the community representatives contact details and Council Officer details for their Committees in order to call the Annual General Meetings. The correspondence advised that and as well as hold the election of their Executive Members and table the newly adopted Section 355 Manual and relevant Constitution, the Committee should set the meeting dates for the remainder of the year with the Secretary of each Committee forwarding a schedule of meeting dates to all members and to Council's Corporate Services Department.

Ordinary Council 29 June 2022

Question:	Minutes of the Broken Hill Lead Reference Group Meeting
	The General Manager took a question on notice from Councillor Browne regarding presentation of the most recent minutes of the Broken Hill Lead Reference Group to Council.
Response:	The minutes of the Broken Hill Lead Reference Group Meeting held 19 May 2022 have been approved by the Chairperson and are presented to the June Council Meeting for endorsement.

Attachments

There are no attachments for this report

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL GENERAL MANAGER

CONFIDENTIAL MATTERS

1. BROKEN HILL CITY COUNCIL REPORT NO. 137/22 - DATED MAY 30, 2022 - LICENCE OF STURT PARK (CROWN RESERVE 1003026) - CONFIDENTIAL

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