



BUSINESS PAPER

Extraordinary Meeting of
Council

Council Chambers
24 May 2023

Following the
Policy and General Committee
Meeting

BROKEN HILL

CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

Notice is hereby given, in accordance with the provisions of the *Local Government Act 1993*, that an Extraordinary Meeting of the Broken Hill City Council will be held in the Council Chambers on **Tuesday, 24 May 2023** commencing directly following the Policy and General Committee Meeting to consider the following business:

AGENDA	
1	Opening the Meeting 1. Draft Delivery Program 2022-2026 incorporating Draft Operational Plan 2023/2024, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2023/2024 2. Draft Long Term Financial Plan 2024-2033
2	Apologies
3	Leave of Absence Applications
4	Prayer
5	Acknowledgement of Country
6	Disclosure of Interest
7	Confidential Matters – General Manager’s Report
8	Conclusion of the Meeting

LIVESTREAMING AND RECORDING OF COUNCIL MEETINGS

Please note: This Council Meeting will be livestreamed via YouTube and recorded and published online via Council’s website. To those present at the meeting today, by participating in this public meeting you are consenting to your image, voice and comments being recorded and published.

The Mayor and/or General Manager have the authority to pause the livestream if comments or debate are considered defamatory or otherwise inappropriate for publishing. Participants are advised that they may be subject to legal action if they engage in unlawful behaviour or commentary.

JAY NANKIVELL
GENERAL MANAGER

REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 92/23 - DATED MAY 03, 2023 - DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2023/2024, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2023/2024 (D23/17744)..... 4

2. BROKEN HILL CITY COUNCIL REPORT NO. 93/23 - DATED MAY 17, 2023 - DRAFT LONG TERM FINANCIAL PLAN 2024-2033 (D23/24707).....127

EXTRAORDINARY MEETING OF THE COUNCIL

May 3, 2023

ITEM 1BROKEN HILL CITY COUNCIL REPORT NO. 92/23

SUBJECT: DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2023/2024, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2023/2024 D23/17744

Recommendation

1. That Broken Hill City Council Report No. 92/23 dated May 3, 2023, be received.
2. That Council endorse the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2023/2024, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2023/2024 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 2023/2024, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2023/2024 for implementation on 1 July 2023.

Executive Summary:

The purpose of this report is to recommend to Council to endorse the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2023/2024, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2023/2024 developed in accordance with Sections 404 and 405 of the *Local Government Act 1993*, for the purpose of public exhibition for community comment for a 28-day period.

A further report, at the completion of the exhibition period, will be presented to Council outlining submissions received and any recommended changes arising, to allow Council to consider community feedback prior to the combined Delivery Program and Operational Plan being adopted by Council.

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.

Report:

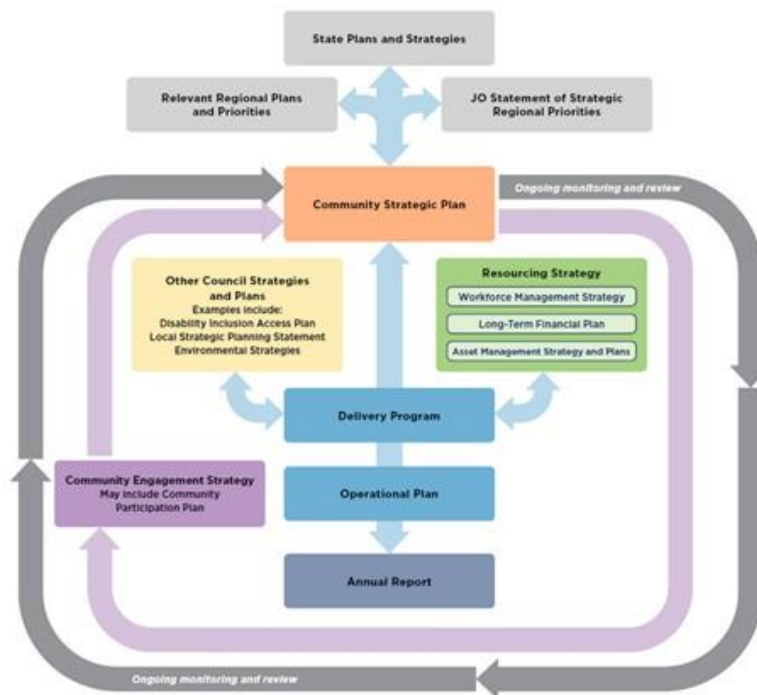
The Delivery Program directly addresses the objectives endorsed in the Community Strategic Plan and the activities Council will undertake to perform all its functions, with specific strategies identified for each under the Community Strategic Plan themes Our Community, Our Economy, Our Environment and 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 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 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 adopted by Council in June 2022 and reviewed by the Executive Leadership Team in February 2023. From this review, the wording for Delivery Program Strategy 3.3.2 Implement actions from Tree Management Plan located on page 49, was changed to 3.3.2 Increase canopy cover within the City.

Following the Delivery Program review, the Draft Operational Plan 2023/2024 Actions were prepared by the Executive Leadership Team and Senior Management Team in March 2023.

The draft 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.

The Draft Operational Plan 2023/2024 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.
- Capital projects budgeted at \$9.9m inclusive of expected capital grants.
- Without capital grants, capital projects are budgeted at \$14.1m
- Total rate revenue increase of 3.7%.

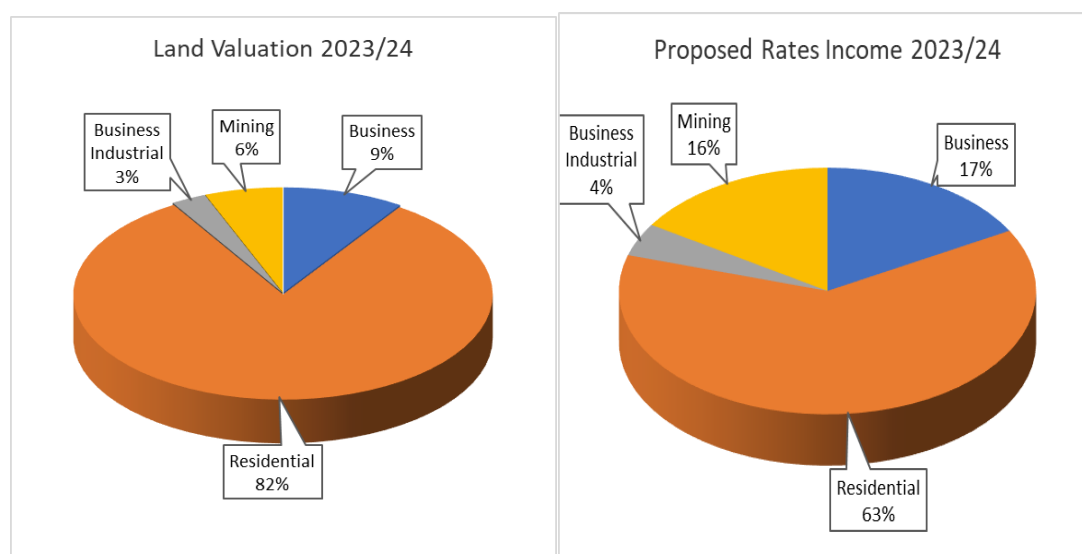
PROPOSED 2023/2024 RATING STRATEGY

For 2023/24 rates have been modelled using property values base date 1/7/22 as determined by the NSW Valuer General and the rate peg increase of 3.7% as determined by IPART. Being a revaluation year, while overall rating revenue only increases by 3.7%, individual ratepayers will experience varying movements with their rates depending on the movement of the value of their property relative to other properties in the same category.

The tables below show the proposed base rate and ad valorem for each category and also the percentage of rates income contributed by each category to the overall rates revenue pool.

The rating structure stays the same as in 2022/23 and results in the below:

Rating Category	Land Value 2023/24	Total Property Count	2023/24 Financial Year					% of Total Income	% of Base Rate Income
			Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income	Total Income		
Business	\$38,064,320	540	\$825	\$445,500	0.06635860	\$2,525,895	\$2,971,395	16.76%	15.00%
Business Industrial	\$11,101,000	71	\$1,614	\$114,594	0.05851092	\$649,530	\$764,124	4.31%	15.00%
Residential	\$331,894,870	9440	\$577	\$5,446,880	0.01705478	\$5,660,394	\$11,107,274	62.65%	49.00%
Residential 1(a)	\$827,610	11	\$395	\$4,345	0.00546096	\$4,520	\$8,865	0.05%	49.00%
Residential Rural	\$1,549,000	11	\$553	\$6,083	0.00408480	\$6,327	\$12,410	0.07%	49.00%
Farmland	\$0	0	\$0	\$0	0.00000000	\$0	\$0	0.00%	0.00%
Mining	\$24,600,000	2	\$0	\$0	0.11531114	\$2,836,654	\$2,836,654	16.00%	0.00%
MD Business	\$237,531	6	\$825	\$4,546	0.06635860	\$15,762	\$21,275	0.12%	21.37%
MD Residual	\$236,669	5	\$544	\$2,987	0.01734522	\$4,105	\$7,092	0.04%	42.11%
Totals	\$408,511,000	10,086		\$6,024,934		\$11,703,187	\$17,729,088	100.0%	



		Rates Modelling Scenarios 2023/24			
		Last Year	2023/24	Change \$	Change %
Residential	High	\$ 7,440	\$ 6,256	-\$ 1,184	-16%
	Median	\$ 961	\$ 1,078	\$ 118	12%
	Low	\$ 550	\$ 589	\$ 39	7%
	Average	\$ 1,122	\$ 1,176	\$ 54	5%
Business	High	\$ 192,440	\$ 140,842	-\$ 51,599	-27%
	Median	\$ 3,529	\$ 3,941	\$ 411	12%
	Low	\$ 813	\$ 860	\$ 47	6%
	Average	\$ 5,237	\$ 5,503	\$ 266	5%
Industrial	High	\$ 52,377	\$ 54,566	\$ 2,190	4%
	Median	\$ 7,895	\$ 8,752	\$ 858	11%
	Low	\$ 1,540	\$ 3,200	\$ 1,660	108%
	Average	\$ 9,916	\$ 10,861	\$ 945	10%
Mining	High	\$ 2,391,081	\$ 2,467,658	\$ 76,578	3%
	Median	\$ 1,353,442	\$ 1,418,327	\$ 64,885	5%
	Low	\$ 315,803	\$ 368,996	\$ 53,193	17%
	Average	\$ 1,353,442	\$ 1,418,327	\$ 64,885	5%
Rural	High	\$ 2,282	\$ 1,827	-\$ 455	-20%
	Median	\$ 987	\$ 1,084	\$ 97	10%
	Low	\$ 559	\$ 598	\$ 39	7%
	Average	\$ 1,065	\$ 1,131	\$ 66	6%
1A	High	\$ 1,626	\$ 1,536	-\$ 89	-6%
	Median	\$ 546	\$ 643	\$ 97	18%
	Low	\$ 439	\$ 442	\$ 3	1%
	Average	\$ 769	\$ 806	\$ 37	5%

2023/2024 BUDGET

The Draft Operational Plan 2023/2024 includes the 2023/2024 budget, in the form of the Revenue Policy.

The 2023/2024 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 in the current financial climate.

Budget Scenarios

PROPOSED BUDGET (Balanced Scenario)

The 2023/24 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 of the rate peg, it can control its expenditure. Operational expenditure has been reduced as best it can, in order to deliver a break even budget and achieve 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 rate peg for the 2025 financial year was to be decreased to 2.5% from 2025 onwards in scenario 2, or in scenario 3, the combined effect of both the rate peg decreasing to 2.5% and also inflation remaining at a high rate of 5% for 2025-27.

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 build from a break even budget in 2024 to surplus from 2025 onwards.
- Maintain Council's current permanent workforce.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks (such as an International Financial Crisis)
- 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 2024

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.

SCENARIO 2 – Decreased rate peg

This scenario follows the same assumptions as the 'Balanced Scenario' but assumes the 2024 rate peg of 3.7% is decreased to 2.5% from 2025 onwards

This model does not alter Council's breakeven point of 2024 however sees Council slip back into deficit in 2025 due to the combined effect of the additional cost of Council elections and inflation. If the assumptions of this model come to be, a deficit would be expected in 2025 approximately equal to the cost of the election.

Key Aspects of this Scenario

- Breakeven remains at 2024.
- Deficit in 2025
- Surplus from 2026 onwards

SCENARIO 3 – Continued High Inflation with Reduced Rate Peg

This scenario is based on the same expenditure assumptions in line with the previous two scenarios, however, Rates revenue is projected using the standard forecast 2.5% rate peg as advised by IPART but with inflation at 5% until 2027. As you will see below, this pushes Council's return to surplus back to 2028 and puts Council in a high-risk cash position for the immediate future.

Key Aspects to this Scenario

- Breakeven pushed back to 2028
- 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; 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 result for 2023/24 is breakeven, with a return to surplus in 2024/25.

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 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 2023/2024 has been set at \$14.1m, inclusive of major capital projects with expected capital grants. The net cost to Council inclusive of these capital grants is: \$9.9m.

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 2023/2024 to ensure the objectives of the Long Term Financial Plan and Asset Management Plans are met. External funding of \$4.2 has been factored into this capital program; with the remaining \$9.9m 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 2023/2024, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2023/2024 will be placed on public exhibition for 28 days for community comment.

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 2023/2024 is the Statement of Revenue Policy, Annual Budget and the Draft Schedule of Fees and Charges 2023/2024.

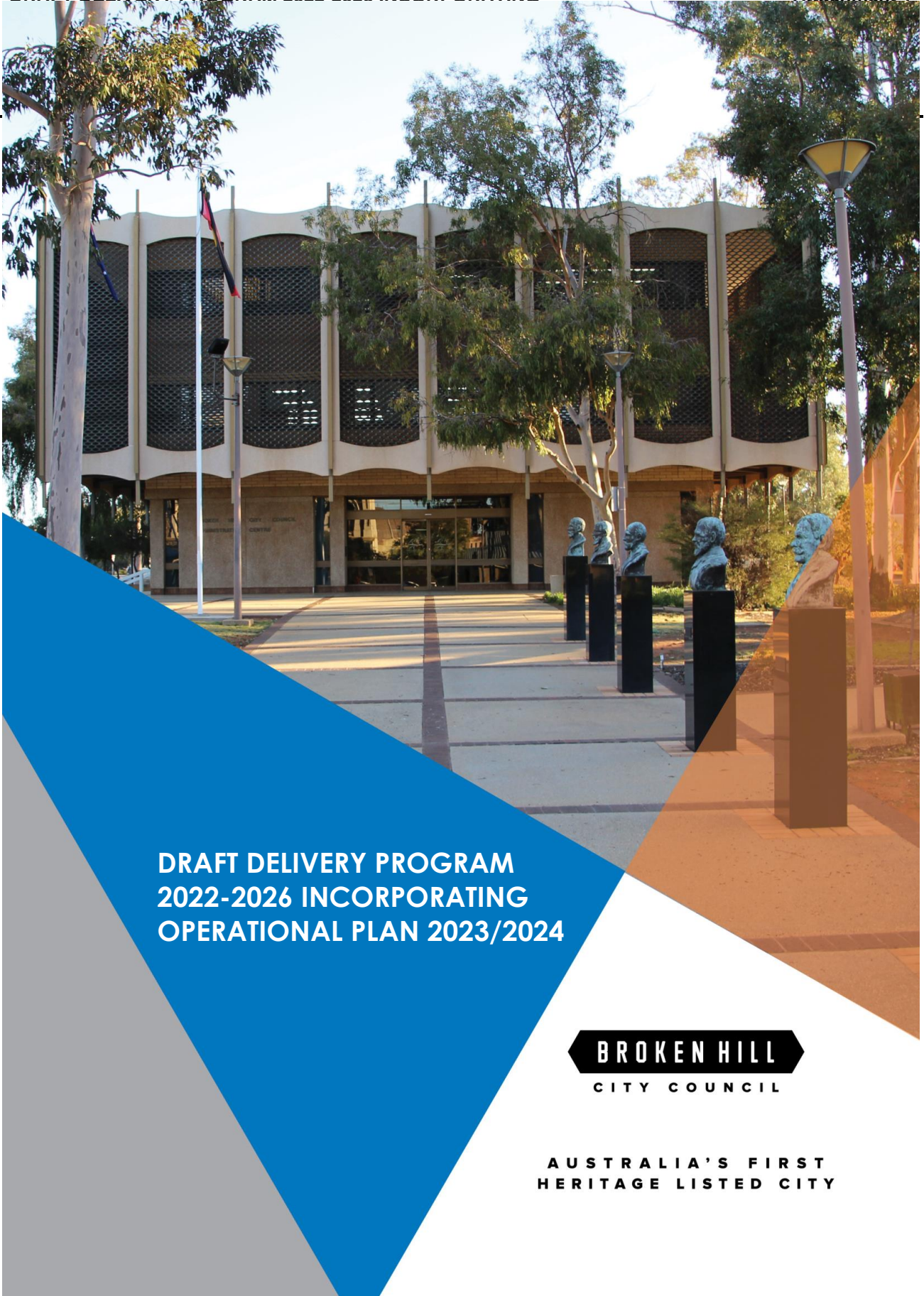
Attachments

1. Draft Delivery Program 2022-2026 incorporating Operational Plan 2023-2024
[↓](#) inclusive of Statement of Revenue Policy and Draft Schedule of Fees and Charges 2023-2024

SIMON BROWN
CHIEF FINANCIAL OFFICER

RAZIJA NU'MAN
CHIEF CORPORATE AND COMMUNITY OFFICER

JAY NANKIVELL
GENERAL MANAGER



**DRAFT DELIVERY PROGRAM
2022-2026 INCORPORATING
OPERATIONAL PLAN 2023/2024**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

QUALITY CONTROL		
KEY THEME	4. Our Leadership	
OBJECTIVE	4.1 Openness and transparency in decision making	
STRATEGY	4.1.5 Support the organisation to operate within its legal framework	
FUNCTION	Leadership and Governance	
FILE REFERENCE	22/191	EDRMS NUMBER D22/9328
RESPONSIBLE OFFICER	General Manager	
REVIEW DATE	June 2024	
DATE	ACTION	MINUTE NUMBER
	Public Exhibition	
	Adopted	
NOTES	Copies of all plans and policies mentioned in this document are available by visiting Council's website www.brokenhill.nsw.gov.au Images sourced from Council's Image Library © 2022 Broken Hill City Council	
ASSOCIATED DOCUMENTS	Community Strategic Plan – Your Broken Hill 2040 Long Term Financial Plan 2024-2033 Workforce Management Strategy 2022-2026 Asset Management Strategy and Plans Schedule of Fees and Charges 2023/2024	

Acknowledgement of Country

We pay respects to the Traditional Owners of the Broken Hill area - the Wilyakali People - on whose land we live and work upon. We acknowledge, pay respect and celebrate the ongoing cultural traditions and contributions to Broken Hill and the surrounding region by Aboriginal people. We acknowledge the Elders past, present and emerging.



TABLE OF CONTENTS

ABOUT BROKEN HILL	4
EXECUTIVE SUMMARY	5
YOUR COUNCILLORS.....	6
BROKEN HILL CITY COUNCIL ORGANISATIONAL STRUCTURE	7
COMMUNICATING OUR STRATEGY MAP	7
LONG TERM FINANCIAL ESTIMATES/PERFORMANCE	9
ANNUAL ESTIMATES.....	13
THE FRAMEWORK	15
KEY THEME 1 - OUR COMMUNITY	18
KEY THEME 2 - OUR ECONOMY	34
KEY THEME 3 - OUR ENVIRONMENT	45
KEY THEME 4 - OUR LEADERSHIP	53
REVENUE POLICY	62
DEBT MANAGEMENT.....	70
DRAFT SCHEDULE OF FEES AND CHARGES 2023/2024.....	71



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.

INTRODUCTION

EXECUTIVE SUMMARY

This document is Broken Hill City Council's combined Draft Delivery Program 2022-2026 and Operational Plan 2023/2024.

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 2023/2024 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 examines all aspects of its operations and will continue during this term of Council.

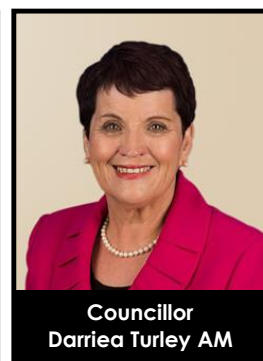
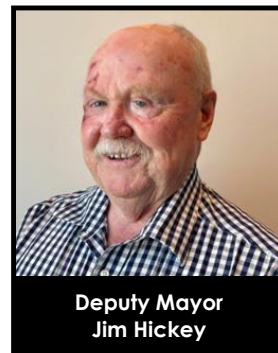
We hope this combined Delivery Program and Operational Plan provides a useful guide to Council's future activities.

Mayor Tom Kennedy

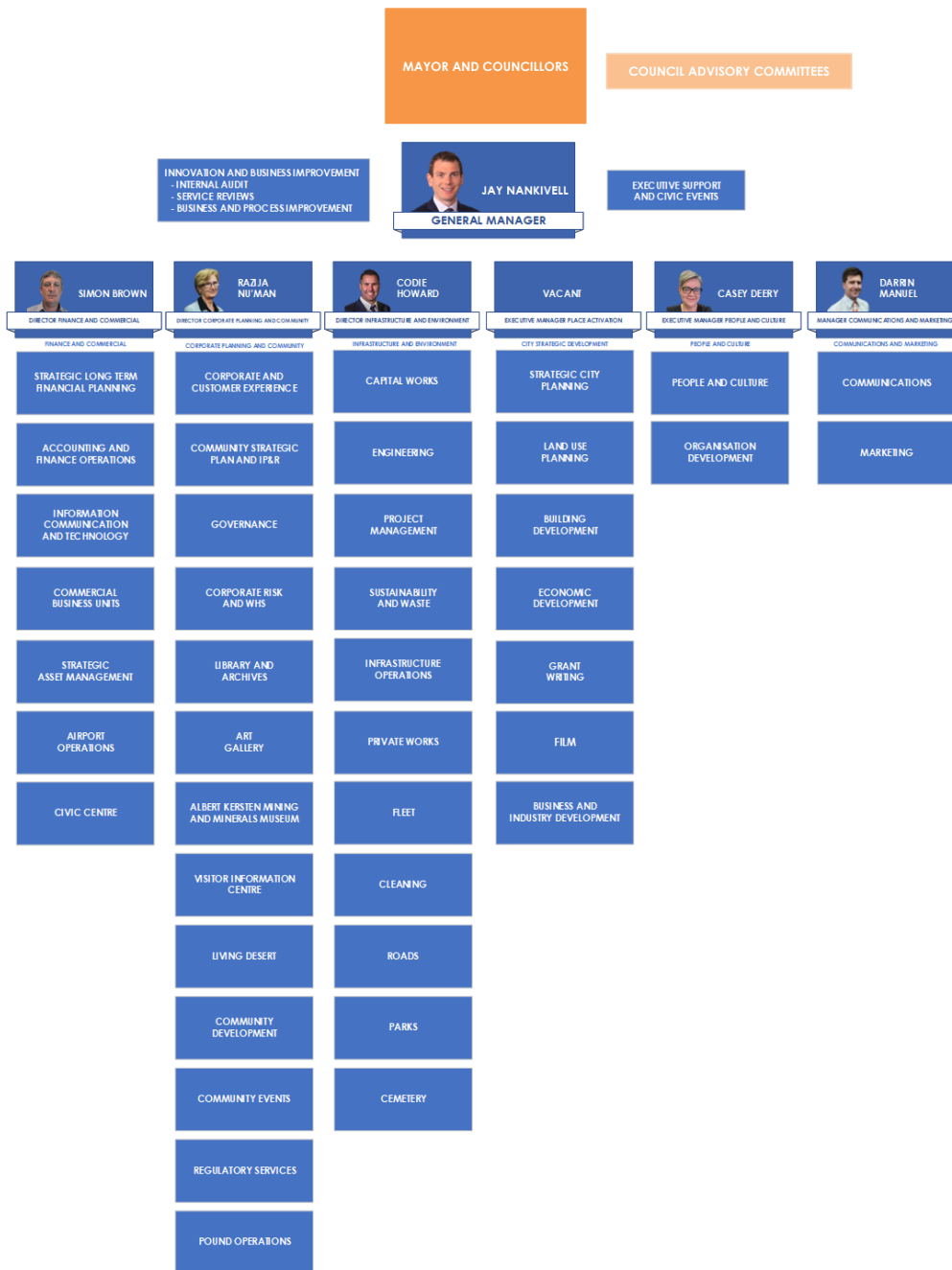
OUR COUNCIL ORGANISATION

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".

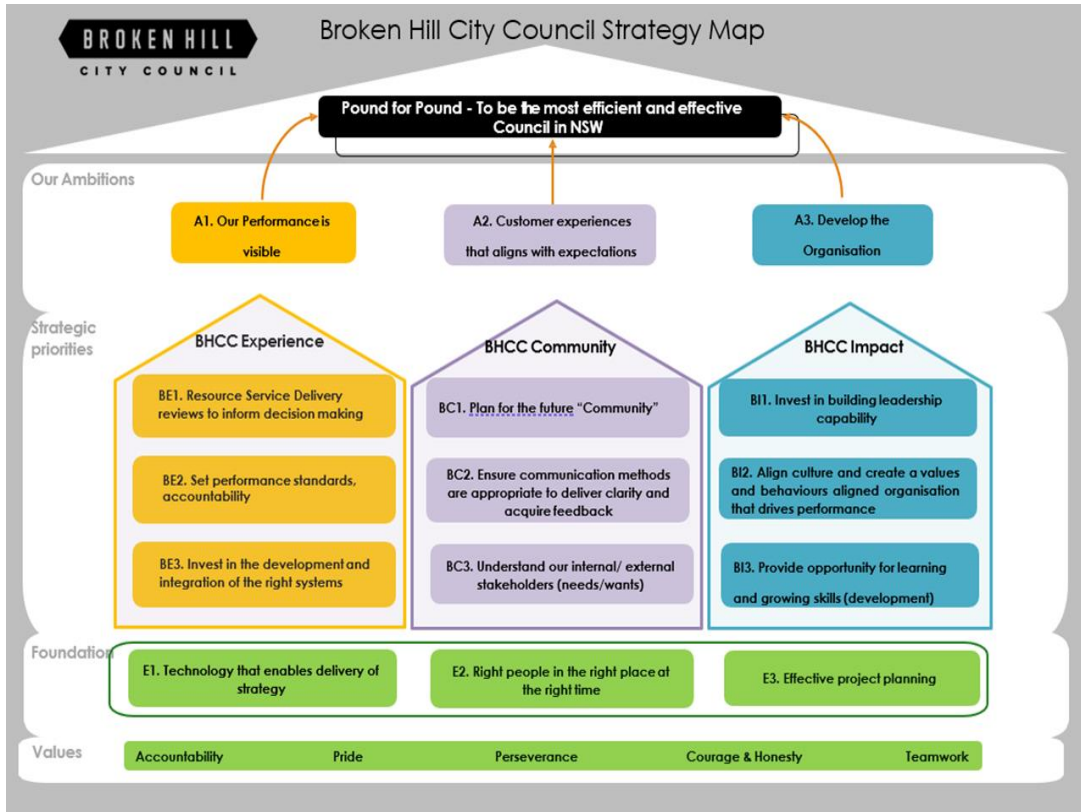


BROKEN HILL CITY COUNCIL ORGANISATIONAL STRUCTURE

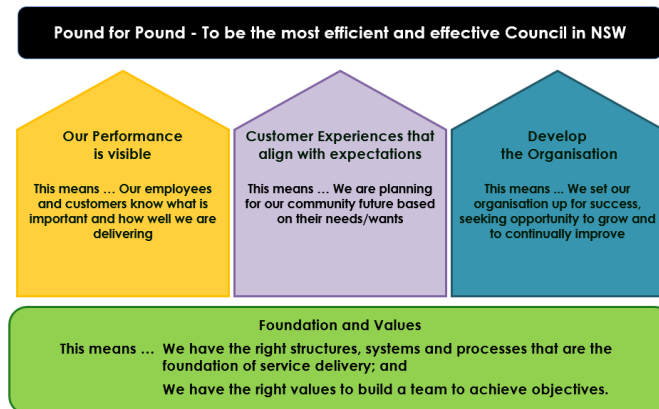


COMMUNICATING OUR STRATEGY MAP

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



FINANCIAL – BALANCED SCENARIOS

LONG TERM FINANCIAL ESTIMATES/PERFORMANCE

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

DELIVERY PROGRAM – 2023-2024					
INCOME STATEMENT					
\$ '000	Notes	2022	2023	2024	2025
		Actual	Revised Budget Q3	Proposed Budget	Forecast
Income from Continuing Operations					
Revenue:					
Rates & annual charges		19,540	19,816	20,950	21,725
User charges & fees		3,096	3,586	4,335	4,687
Interest & investment revenue		570	802	1,236	577
Other revenues		3,099	684	530	549
Grants & contributions for operating purposes		9,469	8,376	7,092	7,340
Grants & contributions for capital purposes		4,920	18,839	2,696	2,790
Other Income:					
Net gains from disposal of assets		5	-	-	-
Net share of interests in joint ventures		-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS		40,699	52,103	36,839	37,669
Expenses from Continuing Operations					
Employee benefits & costs		14,465	14,855	15,485	15,872
Borrowing costs		799	678	745	593
Materials & contracts		11,748	12,546	10,236	10,590
Depreciation & amortisation		7,380	6,259	6,700	6,757
Impairment		-	-	-	-
Other expenses		1,338	987	977	991
Net losses from disposal of assets		-	-	-	-
Net share of interests in joint ventures		-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS		35,730	35,325	34,143	34,802
OPERATING RESULT FOR THE YEAR		4,970	16,778	2,696	2,867
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES		49	(2,061)	(0)	77
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES		49	(2,061)	(0)	77
Assumptions					
Rate Peg		2.30%	2.30%	3.70%	3.70%
General Index		2.50%	2.50%	7.80%	3.50%
Employee Cost Index		2.70%	4.00%	3.25%	2.50%
Grant Index		2.00%	2.00%	2.00%	3.50%
Investment interest rate		1.50%	1.50%	5.00%	6.00%
Overdue rates interest rate		6.00%	6.00%	9.00%	9.00%
Efficiency gain on Materials & Contracts		-2.00%	-2.00%	-2.00%	-2.00%

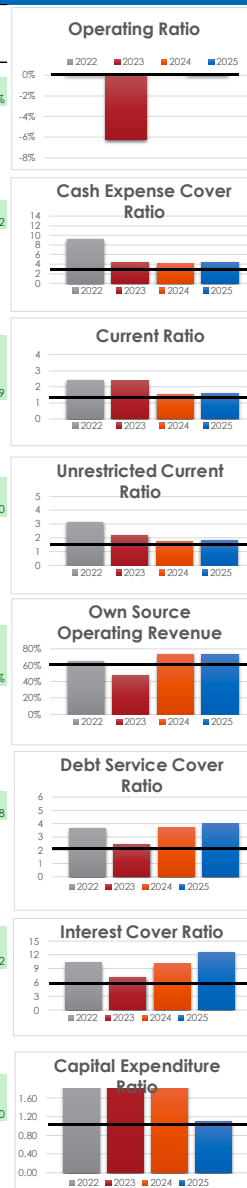
DELIVERY PROGRAM – 2023-2024					
STATEMENT OF FINANCIAL POSITION					
\$ '000	Notes	2022 Actual	2023 Revised Budget Q3	2024 Proposed Budget	2025 Forecast
Assets					
Current Assets:					
Cash & cash equivalents		15,165	4,280	3,074	3,883
Investments		8,570	8,570	3,570	3,570
Receivables		4,672	5,653	5,837	6,050
Inventories		147	136	147	152
Other		1,069	416	506	523
Non-current assets classified as 'held for sale'		-	-	-	608
TOTAL CURRENT ASSETS		29,623	19,055	13,134	14,787
Non-Current Assets:					
Investments		-	-	-	-
Receivables		-	-	-	-
Inventories		-	-	-	-
Infrastructure, property, plant & equipment		288,869	278,531	285,653	286,329
Investments accounted for using the equity method		931	1,144	1,144	1,144
Investment property		-	-	-	-
Intangible assets		-	-	-	-
TOTAL NON-CURRENT ASSETS		289,800	279,675	286,797	287,473
TOTAL ASSETS		319,423	298,730	299,931	302,260
Liabilities					
Current Liabilities:					
Payables		4,149	1,902	2,080	2,815
Income Received in Advance		-	-	-	-
Contract Liabilities		2,028	-	-	-
Borrowings		1,556	2,363	2,452	2,467
Provisions		4,550	3,829	4,004	3,989
TOTAL CURRENT LIABILITIES		12,283	8,095	8,536	9,271
Non-Current Liabilities:					
Payables		-	21,861	20,139	18,280
Borrowings		18,667	19,498	17,687	15,813
Provisions		9,775	12,262	12,906	14,428
TOTAL NON-CURRENT LIABILITIES		28,442	31,760	30,593	30,240
TOTAL LIABILITIES		40,725	39,855	39,129	39,512
NET ASSETS		278,698	258,875	260,801	262,748
Equity					
Retained earnings		113,710	121,168	123,094	125,041
Revaluation reserves		164,988	137,707	137,707	137,707
Council equity interest		278,698	258,875	260,801	262,748
Non-controlling interest		-	-	-	-
TOTAL EQUITY		278,698	258,875	260,801	262,748
Assumptions					
General Index			2.50%	7.80%	3.50%
No impact from revaluation of assets					
No restricted cash					

DELIVERY PROGRAM - 2023-2024					
STATEMENT OF CASH FLOWS					
\$ '000	Notes	2022	2023	2024	2025
		Actual	Revised Budget Q3	Proposed Budget	Forecast
Cash Flows from Operating Activities					
Receipts:					
Rates & annual charges		19,917	19,222	20,322	21,073
User charges & fees		3,457	3,478	4,205	4,546
Investment & interest revenue received		106	465	694	454
Grants & contributions		14,065	27,215	9,788	10,131
Bonds, deposits & retention amounts received		11	-	-	-
Other		5,570	663	514	532
Payments:					
Employee benefits & costs		(13,852)	(14,410)	(15,020)	(15,396)
Materials & contracts		(14,705)	(12,170)	(9,929)	(10,272)
Borrowing costs		(642)	(678)	(745)	(593)
Bonds, deposits & retention amounts refunded		-	-	-	-
Other		(1,074)	(957)	(948)	(961)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES		12,853	22,828	8,881	9,514
Cash Flows from Investing Activities					
Receipts:					
Sale of investment securities		5,126	-	5,000	-
Sale of infrastructure, property, plant & equipment		241	-	320	-
Deferred debtors receipts		6	-	-	-
Other investing activity receipts		-	-	-	-
Payments:					
Purchase of investment securities		(4,500)	-	-	-
Purchase of infrastructure, property, plant & equipment		(16,818)	(32,404)	(14,142)	(7,432)
Deferred debtors & advances made		-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES		(15,945)	(32,404)	(8,822)	(7,432)
Cash Flows from Financing Activities					
Receipts:					
Proceeds from borrowings & advances		437	-	-	-
Payments:					
Repayment of borrowings & advances		(1,451)	(1,310)	(1,264)	(1,273)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES		(1,014)	(1,310)	(1,264)	(1,273)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS		(4,106)	(10,885)	(1,205)	808
plus: CASH & CASH EQUIVALENTS - beginning of year		19,271	15,165	4,280	3,074
CASH & CASH EQUIVALENTS - end of year		15,165	4,280	3,074	3,883
Additional Information					
plus: Investments on hand - end of year		8,570	8,570	3,570	3,570
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year		23,735	12,850	6,644	7,453
Assumptions					
Rates & charges recovery rate		97.00%	97.00%	97.00%	97.00%
Debtor recovery rate		97.00%	97.00%	97.00%	97.00%
General Index		2.50%	2.50%	7.80%	3.50%
Investment Interest rate		1.50%	1.50%	5.00%	6.00%
Overdue rates interest rate		7.50%	6.00%	9.00%	9.00%
No restricted cash					

DELIVERY PROGRAM - 2023-2024

FINANCIAL RATIOS

	2022	2023	2024	2025
	Actual	Revised Budget Q3	Proposed Budget	Forecast
<p>Operating Ratio This ratio measures Council's ability to contain operating expenditure within operating revenue. Benchmark - Greater than 0% (operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions</p>	0.14%	-6.19%	0.00%	0.22%
<p>Cash Expense Cover Ratio This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow. Benchmark - Greater than 3.0 months (current year's cash and cash equivalents / (total expenses - depreciation - interest costs)) * 12</p>	9.22	4.35	4.08	4.32
<p>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. Benchmark - Greater than 1.5 current assets / current liabilities</p>	2.41	2.35	1.54	1.59
<p>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. Benchmark - Greater than 1.5 current assets less all external activities/ current liabilities, less specific purpose liabilities</p>	3.12	2.16	1.74	1.80
<p>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. Benchmark - Greater than 60% rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)</p>	64.65%	47.77%	73.43%	73.11%
<p>Debt Service Cover Ratio This ratio measures the availability of cash to service debt including interest, principal, and lease payments. Benchmark - Greater than 2.0 operating result before interest and depreciation (EBITDA) / principal repayments + borrowing interest costs</p>	3.66	2.45	3.71	3.98
<p>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. Benchmark - Greater than 4.0 operating result before interest and depreciation (EBITDA) / interest expense</p>	10.30	7.19	9.99	12.52
<p>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. Benchmark - Greater than 1.1 annual capital expenditure / annual depreciation</p>	2.28	5.18	2.11	1.10



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 Council's 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.

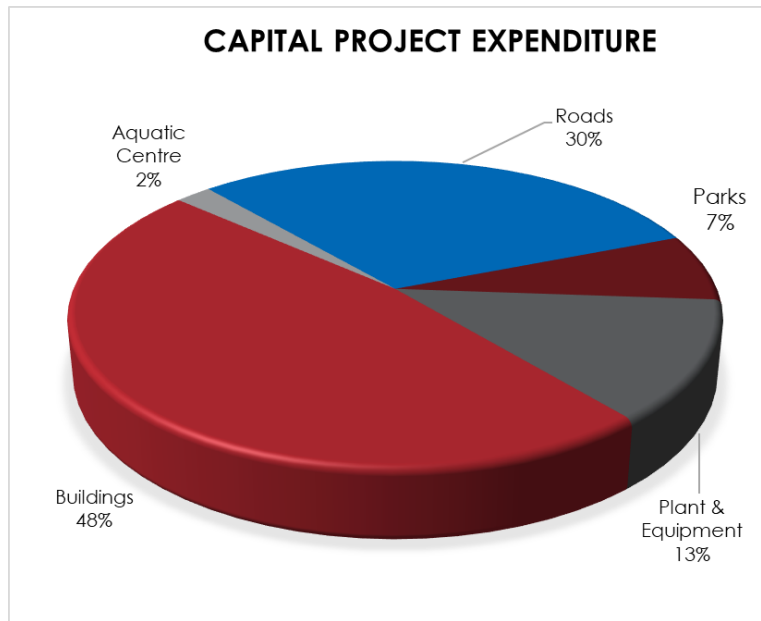
Council has reviewed its Long Term Financial Plan and proposed a model to allow for a breakeven results for the 2023/2024 financial year, while maintaining its capital works program and agreed asset renewal ratio of 110%.

The Consolidated Estimated Income Statement, Balance Sheet and Cash Flow Statement for the 2023/2024 financial year are contained within the Revenue Policy on page 61.

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 \$0.72M	AQUATIC CENTRE \$1.37M	CIVIC CENTRE \$1.192M	GEOCENTRE \$0.22M
				
LIBRARY \$0.61M	PARKS AND OPEN SPACES \$1.72M	ROADS, FOOTPATHS AND TRANSPORT \$2.33M	SPORTING FIELDS \$0.77M	VISITOR INFORMATION CENTRE \$0.52M
				



OPERATIONAL PLAN - 2023-2024 INCOME STATEMENT					
\$ '000	2024 TOTAL Proposed Budget	2024 Our Leadership Proposed Budget	2024 Our Community Proposed Budget	2024 Our Economy Proposed Budget	2024 Our Environment Proposed Budget
Income from Continuing Operations					
Revenue:					
Rates & annual charges	20,950	17,501	(7)	-	3,456
User charges & fees	4,335	409	284	1,430	2,213
Interest & investment revenue	1,236	1,209	-	-	27
Other revenues	530	398	62	60	10
Grants & contributions for operating purposes	7,092	5,157	1,566	369	-
Grants & contributions for capital purposes	2,696	-	2,696	-	-
Other Income:					
Net gains from disposal of assets	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	36,839	24,674	4,601	1,859	5,706
Expenses from Continuing Operations					
Employee benefits & costs	15,485	8,008	3,527	1,628	2,322
Borrowing costs	745	93	474	-	179
Materials & contracts	10,236	6,525	2,537	760	414
Depreciation & amortisation	6,700	3,866	2,111	561	162
Impairment	-	-	-	-	-
Other expenses	977	857	20	100	-
Net losses from disposal of assets	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	34,143	19,349	8,669	3,049	3,077
OPERATING RESULT FOR THE YEAR	2,696	5,325	(4,068)	(1,190)	2,629
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(0)	5,325	(6,764)	(1,190)	2,629

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.

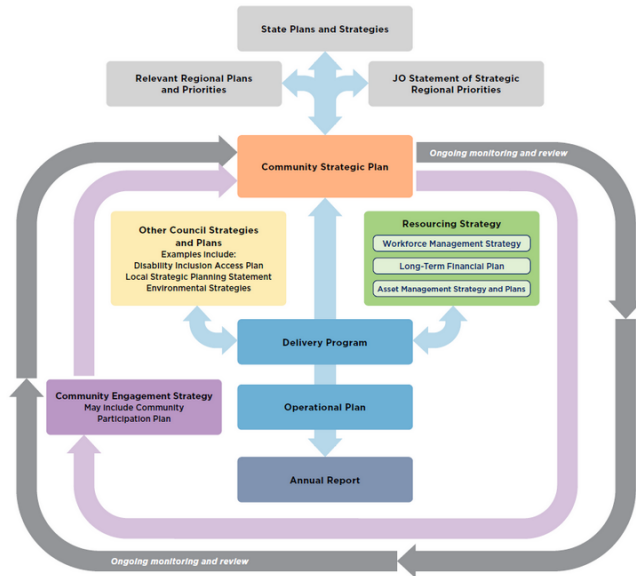
Although considered long term, our Community Strategic Plan will remain current through a review in line with Local Government Elections.

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.

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.

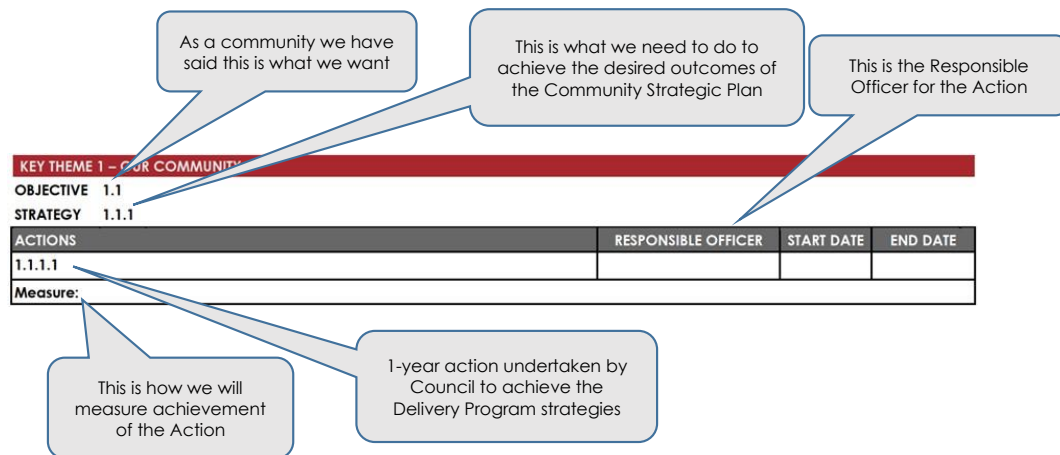
HOW TO READ THIS PLAN

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



KEY THEME 1 – 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.



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-2023	30-Jun-2024
Measure: Identified community lead interagency meetings supported			
1.1.1.2 Create opportunity for open dialogue with community agencies about homelessness in the City	Community Development Officer	01-Jul-2023	30-Jun-2024
Measure: Homelessness discussion meetings held			

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 Complete actions identified in Mulga Creek Rectification Design	Chief Assets and Projects Officer	01-Jul-2023	30-Jun-2024
Measure: Prioritised actions completed			
1.1.2.2 Ensure regular maintenance of undesirable weeds within the Mulga Creek and Mulga Creek Wetlands	Chief Assets and Projects Officer	01-Jul-2023	30-Jun-2024
Measure: Weeding maintenance completed			

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-2023	30-Jun-2024
Measure: Scheduled maintenance tasks developed and implemented across all asset types			

STRATEGY 1.1.4 Facilitate the celebration of community and cultural events

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.1.4.1 Deliver an event to celebrate National Heritage Status	Events Coordinator	01-Jul-2023	30-Jun-2024
Measure: National Heritage Status celebration event held			

1.1.4.2 Support the annual Miners' Memorial Ceremony	Events Coordinator	01-Jul-2023	30-Jun-2024
Measure: Miners' Memorial Ceremony supported			
1.1.4.3 Deliver a program of community events	Events Coordinator	01-Jul-2023	30-Jun-2024
Measure: Delivery of community events achieved			
1.1.4.4 Investigate grant opportunities to support the delivery of community events	Economic Development Officer	01-Jul-2023	30-Jun-2024
Measure: 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-2023	30-Jun-2024
Measure: Volunteer awards and event delivered			
1.1.5.2 Review existing Council volunteer programs and develop an overarching volunteer policy framework	Community Development Officer	01-Jul-2023	30-Jun-2024
Measure: Overarching volunteer policy framework developed			
1.1.5.3 Maintain Heritage Walk Tour program	Visitor Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Heritage Walk tour program maintained and supported			
1.1.5.4 Maintain City Ambassador program	Visitor Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: City Ambassador program maintained and supported			
1.1.5.5 Support volunteering opportunities within the Library	Library Coordinator	01-Jul-2023	30-Jun-2024
Measure: Library volunteering supported			
1.1.5.6 Support volunteering opportunities within the Gallery	Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
Measure: Gallery volunteering supported			
1.1.5.7 Support Council's Section 355 Committees in undertaking their duties	Corporate Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: 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-2023	30-Jun-2024
Measure: Youth events held			
1.1.6.2 Provide co-curricular youth programs at the Gallery	Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
Measure: Young primary, middle primary and teen programs facilitated			
1.1.6.3 Provide youth inclusive spaces within the Library	Library Coordinator	01-Jul-2023	30-Jun-2024
Measure: Youth inclusive spaces facilitated			
1.1.6.4 Library participation in Council led youth events and activities	Library Coordinator	01-Jul-2023	30-Jun-2024
Measure: Participation in youth events/activities achieved			
1.1.6.5 Provide Library Outreach activities through Outreach van	Library Coordinator	01-Jul-2023	30-Jun-2024
Measure: Library Outreach activities facilitated			

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	Projects Engineer	01-Jul-2023	30-Jun-2024
Measure: Installation of CCTV on new lighting and banner poles achieved			
1.2.1.1 Install CCTV as part of the Town Square Redevelopment Project	Projects Engineer	01-Jul-2023	30-Jun-2024
Measure: Installation of Town Square CCTV achieved			

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-2023	30-Jun-2024
Measure: Provision of Companion Animal Management service achieved			

1.2.2.2 Facilitate Companion Animal Working Group		Executive Manager Planning and Community Safety	01-Jul-2023	30-Jun-2024
Measure: Companion Animal Working Group meetings held				
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-2023	30-Jun-2024
Measure: Local Emergency Management Committee supported				
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-2023	30-Jun-2024
Measure: Identified 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		Waste and Sustainability Manger	01-Jul-2023	30-Jun-2024
Measure: Water and utilities advocacy achieved				
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		Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
Measure: Four exhibition rounds held in Gallery and two exhibition rounds held in Museum				
1.3.1.2 Present a varied, diverse and engaging Public Program across the Gallery and Museum sites		Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
Measure: Public programs in Gallery and Museum facilitated				

1.3.1.3 Provide Library services	Library Coordinator	01-Jul-2023	30-Jun-2024
Measure: Provision of Library achieved			
1.3.1.4 Provide Archive collection and services	Library Coordinator	01-Jul-2023	30-Jun-2024
Measure: Provision of Archive services achieved			
1.3.1.5 Provide cultural and educational Library programs	Library Coordinator	01-Jul-2023	30-Jun-2024
Measure: Provision of Library programs achieved			
1.3.1.6 Provide Library outreach programs and activities	Library Coordinator	01-Jul-2023	30-Jun-2024
Measure: Provision of Library outreach programs/activities achieved			
1.3.1.7 Improve the accessibility of archive collection to the public	Library Coordinator	01-Jul-2023	30-Jun-2024
Measure: Archive collection accessibility improved			
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	Community Development Officer	01-Jul-2023	30-Jun-2024
Measure: Identified community/agency/project meetings attended			
STRATEGY 1.3.3 Ensure Community Engagement Strategy remains relevant			
ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.3.3.1 Provide information to community as per Community Engagement Strategy	Manager Communications	01-Jul-2023	30-Jun-2024
Measure: Community kept informed			
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-2023	30-Jun-2024
Measure: Identified health and social services 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 Upgrade the City's bus stops to meet Australian standards and Disability Inclusion requirements	Projects Engineer	01-Jul-2023	30-Jun-2024
Measure: Upgrade of City bus stops achieved			
1.3.5.2 Carry out high priority action items within the annual CASA surveillance safety audit	Manager Airport	01-Jul-2023	30-Jun-2024
Measure: High risk/urgent matters completed			

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 key stakeholders to identify workforce opportunities for young people	Executive Manager People and Culture	01-Jul-2023	30-Jun-2024
Measure: Workforce collaboration achieved			

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-2023	30-Jun-2024
Measure: Community contacts database updated			
1.3.7.2 Continue the Commission/Residency program within the Gallery	Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
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 Review Council's Customer Service Framework	Corporate Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Review completed with staff engagement			
1.3.8.2 Undertake quarterly Customer Service evaluations for business improvement	Corporate Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Customer Service evaluations completed and improvement implemented			

1.3.8.3 Continue seeking to expand and test further capabilities of the established Online Community Portal	Corporate Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: List of enhancements to Online Community Portal			
1.3.8.4 Implement a new and improved Council facilities booking process	Corporate Services Coordinator	01-Jul-2023	30-Jun-2024
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-2023	30-Jun-2024
Measure: Community informed of Council events			
STRATEGY 1.4.2 Support the reconciliation movement			
ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.2.1 Investigate local collaborative alternatives to develop a new Action Plan	Community Development Officer	01-Jul-2023	30-Jun-2024
Measure: Local collaborative alternatives for new Action Plan identified			
1.4.2.2 Advocate, celebrate and champion the inclusion of local First Nations Artists throughout the Gallery and Museum artistic program	Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
Measure: First Nations Artists' work included in Gallery and Museum program			
1.4.2.3 Investigate installation of permanent acknowledgment of country within Museum	Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
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-2023	30-Jun-2024
Measure: Engagements to record First Nations history achieved			

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-2023	30-Jun-2024
Measure: Tri-partisan advocacy achieved			
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-2023	30-Jun-2024
Measure: Heritage advocacy achieved			

STRATEGY 1.4.4 Advocate for funding and investment in community development projects

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
1.4.4.1 Apply for grants for intergenerational community events in collaboration with community groups	Community Development Officer	01-Jul-2023	30-Jun-2024
Measure: Community event grants achieved			

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-2023	30-Jun-2024
Measure: History, culture and diversity grant opportunities identified			
1.4.5.2 Provide support and advice to event planners to deliver events within region	Events Coordinator	01-Jul-2023	30-Jun-2024
Measure: 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 Continue review of Environmental Planning Instruments and Policies	Executive Manager Planning and Community Safety	01-Jul-2023	30-Jun-2024
Measure: Review of prioritised Environmental Planning Instruments and Polices achieved			

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 Library and Archives project	Projects Engineer	01-Jul-2023	30-Jun-2024
Measure: Prioritised Library/Archives projects delivered			
1.5.2.2 Manage delivery of infrastructure projects associated with CBD Revitalisation project	Projects Engineer	01-Jul-2023	30-Jun-2024
Measure: Prioritised CBD Revitalisation project infrastructure projects delivered			

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-2023	30-Jun-2024
Measure: Prioritised Asset optimisation project actions and recommendations implemented			
1.5.3.2 Develop and Implement Asset Management Plan - Roads and Footpaths	Coordinator Strategic Asset Management	01-Jul-2023	30-Jun-2024
Measure: Prioritised Roads and Footpath Asset Management Plan outcomes implemented			
1.5.3.3 Develop and Implement Asset Management Plan - Parks and Open Spaces	Coordinator Strategic Asset Management	01-Jul-2023	30-Jun-2024
Measure: Prioritised Parks and Opens Spaces Asset Management Plan outcomes implemented			
1.5.3.4 Develop and Implement Asset Management Plan - Buildings	Coordinator Strategic Asset Management	01-Jul-2023	30-Jun-2024
Measure: Prioritised Buildings Asset Management Plan outcomes implemented			
1.5.3.5 Develop and Implement Asset Management Plan - Fleet	Projects Officer	01-Jul-2023	30-Jun-2024
Measure: Asset Management Plan – Fleet developed			

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-2023	30-Jun-2024
Measure: Approved Active Transport Plan actions implemented			

1.5.4.2	Develop annual capital works plan for Active Transport Plan	Chief Assets and Projects Officer	01-Jul-2023	30-Jun-2024
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	Implement recommendations from Housing and Liveability and Housing Strategy	Executive Manager Growth and Investment	01-Jul-2023	30-Jun-2024
Measure: Prioritised Housing and Liveability Strategy recommendations implemented				
1.5.5.2	Establish Collective Impact Model	Executive Manager Growth and Investment	01-Jul-2023	30-Jun-2024
Measure: Collective Impact Model established				
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	Review and update Parks Management Plan	Coordinator Strategic Asset Management	01-Jul-2023	30-Jun-2024
Measure: Parks Management Plan updated				
1.5.6.2	Investigate development of the Master Plan for Recreational Parks	Coordinator Strategic Asset Management	01-Jul-2023	30-Jun-2024
Measure: Recreational Parks Master Plan requirements identified				
1.5.6.3	Investigate development of the Master Plan for Memorial Oval	Coordinator Strategic Asset Management	01-Jul-2023	30-Jun-2024
Measure: Memorial Oval Master Plan requirements identified				

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 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	01-Jul-2023	30-Jun-2024
Measure: Rezoning consultations achieved			
1.5.7.2 Implement upgrades to allow road access from highway to site	Chief Assets and Projects Officer	01-Jul-2023	30-Jun-2024
Measure: Access to site from highway achieved			

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-2023	30-Jun-2024
Measure: Land expansion collaborations achieved			
1.5.8.2 Investigate opportunities to expand the Broken Hill LGA boundaries	Strategic Land Use Planner	01-Jul-2023	30-Jun-2024
Measure: Broken Hill LGA boundaries expansion investigations completed			

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	Community Development Officer	01-Jul-2023	30-Jun-2024
Measure: Social interagency meetings attended			

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 Disability Inclusion Act 2014 requirements for disability inclusion planning for capital projects	Chief Assets and Projects Officer	01-Jul-2023	30-Jun-2024
Measure: Disability Inclusion Act compliance maintained			
1.6.2.2 Implement Stage 2 of E.P. O'Neill Memorial Park Redevelopment Project	Projects Officer	01-Jul-2023	30-Jun-2024
Measure: Stage 2 E.P. O'Neill Memorial Park Redevelopment Project completed			
1.6.2.3 Manage delivery of Infrastructure Project to upgrade the Norm Fox Oval changeroom facility	Projects Officer	01-Jul-2023	30-Jun-2024
Measure: New changeroom installed			
1.6.2.4 Manage delivery of Infrastructure Project to upgrade the Alma Oval changeroom facility	Projects Officer	01-Jul-2023	30-Jun-2024
Measure: New changeroom installed			

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-2023	30-Jun-2024
Measure: Identified health interagency meetings attended			

OPERATIONAL PLAN - 2023-2024 INCOME STATEMENT - OUR COMMUNITY								
\$ '000	2024	2024	2024	2024	2024	2024	2024	2024
	Our Community Proposed Budget	Community Services	Local Transport	Open Spaces	Community Facilities	Public Safety	Arts & Culture	Community Development
Income from Continuing Operations								
Revenue:								
Rates & annual charges	(7)	-	-	(2)	(5)	-	-	-
User charges & fees	284	-	-	49	179	-	55	-
Interest & investment revenue	-	-	-	-	-	-	-	-
Other revenues	62	-	-	-	-	-	62	-
Grants & contributions for operating purposes	1,566	53	911	12	-	112	479	-
Grants & contributions for capital purposes	2,696	-	1,742	954	-	-	-	-
Other Income:								
Net gains from disposal of assets	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	4,601	53	2,653	1,014	175	112	596	-
Expenses from Continuing Operations								
Employee benefits & costs	3,527	297	585	1,142	184	-	1,318	-
Borrowing costs	474	-	474	-	-	-	-	-
Materials & contracts	2,537	55	192	296	1,157	318	519	-
Depreciation & amortisation	2,111	8	2,036	18	25	-	24	-
Impairment	-	-	-	-	-	-	-	-
Other expenses	20	-	-	-	-	-	20	-
Net losses from disposal of assets	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	8,669	360	3,287	1,456	1,366	318	1,881	-
OPERATING RESULT FOR THE YEAR	(4,068)	(308)	(635)	(443)	(1,191)	(206)	(1,285)	-
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(6,764)	(308)	(2,377)	(1,397)	(1,191)	(206)	(1,285)	-

CAPITAL BUDGET - OUR COMMUNITY										
Description	Total Cost	Capital Grant	Capital Contribution	Operating Grant (untied roads)	Loan Funds	Reserve Transfers	Working Capital	Net Cost to Council	New, Renewal, Upgrade	
Roundhouse Toilet Redevelopment - Technical Design	\$ 92,205	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 92,205	\$ 92,205	Renewal	
Wanook Depot Garage and Utilities	\$ 4,571,655	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,571,655	\$ 4,571,655	Renewal	
Nima Oval Changeroom Redevelopment	\$ 471,000	\$ 471,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Renewal	
Norm Fox Changeroom Redevelopment	\$ 433,333	\$ 433,333	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Renewal	
Survey and design for future years infrastructure (excluding roads)	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	Renewal	
Capitalise Project Delivery Salaries	\$ 598,276	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 598,276	\$ 598,276	Renewal	
Aquatic Centre Sand Filter Repairs	\$ 84,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,000	\$ 84,000	Renewal	
Aquatic Centre - Sand Filter Service and Slide Pipe Repair	\$ 84,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,500	\$ 84,500	Renewal	
Aquatic Centre - 25m Pool Cover repairs	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ 7,000	Renewal	
Aquatic Centre - Heatpumps – Hydro, 25m and toddler pool	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 180,000	\$ 180,000	Renewal	
Aquatic Centre - Shade sail replacement	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000	Renewal	
Memorial Oval Lighting	\$ 541,892	\$ -	\$ 541,892	\$ -	\$ -	\$ -	\$ -	\$ -	Renewal	
Heritage Walk Tour Shelter	\$ 61,369	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61,369	\$ 61,369	Renewal	
Patton Park Stage II - Technical Design	\$ 207,188	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 207,188	\$ 207,188	Renewal	
Queen Elizabeth Park Small Dog Off-Leash Area	\$ 136,602	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 136,602	\$ 136,602	Renewal	
Civic Centre - Lighting Console	\$ 24,310	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,310	\$ 24,310	Renewal	
Point of Sale Replacement	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	Renewal	
AM OMNI Intergration	\$ 43,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,750	\$ 43,750	Renewal	
Booking Management Software	\$ 57,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,750	\$ 57,750	Renewal	
Plant & Equipment Renewal 2023-24	\$ 1,396,697	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ 1,076,697	\$ 1,076,697	Renewal	
LED Lighting	\$ 53,015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 53,015	\$ 53,015	Renewal	
Concrete Footpath Defects	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	Renewal	
Active Transport Plan	\$ 500,000	\$ 310,580	\$ -	\$ -	\$ -	\$ -	\$ 189,420	\$ 189,420	Renewal	
Brookfield Avenue from Williams St to Thomas St	\$ 1,333,927	\$ 450,000	\$ -	\$ 334,000	\$ -	\$ -	\$ 549,927	\$ 549,927	Renewal	
Thomas St from Chloride to Sulphide St	\$ 1,308,327	\$ 981,245	\$ -	\$ 310,580	\$ -	\$ -	\$ 16,502	\$ 16,502	Renewal	
Resealing Program	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ 800,000	Renewal	
Crack Sealing Program	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	Renewal	
Roundabout Refurbishment	\$ 19,530	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,530	\$ 19,530	Renewal	
Mulga Creek Wetlands refurbishment	\$ 233,324	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 183,324	\$ 183,324	Renewal	
Future Road Project Planning Fund	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	Renewal	
	\$ 14,031,650	\$ 2,646,158	\$ 911,892	\$ 644,580	\$ -	\$ -	\$ 9,829,020	\$ 9,829,020		

KEY THEME 2 – 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.



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 1 – 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-2023	30-Jun-2024
Measure: Business support information updated			
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-2023	30-Jun-2024
Measure: Business and industry meetings attended			

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-2023	30-Jun-2024
Measure: Industrial zoned land investigation completed			

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	01-Jul-2023	30-Jun-2024
Measure: Transport advocacy achieved via submissions, grant applications and meetings			

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	01-Jul-2023	30-Jun-2024
Measure: Investment opportunities identified			
2.1.4.2 Participate in the development of the State Far West Regional Transport Plan	Chief Assets and Projects Officer	01-Jul-2023	30-Jun-2024
Measure: Far West Regional Transport Plan meetings attended			

STRATEGY 2.1.5 Develop and implement the Economic Development Strategy

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.5.1 Implement the Economic Development Strategy in collaboration with key stakeholders	Executive Manager Growth and Investment	01-Jul-2023	30-Jun-2024
Measure: Prioritised Economic Development Strategy outcomes implemented			

STRATEGY 2.1.6 Develop the Airport as a commercial and industrial precinct

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.1.6.1 Implement actions from the Airport Master Plan	Executive Manager Growth and Investment	01-Jul-2023	30-Jun-2024
Measure: Prioritised actions from Airport Master Plan implemented			
2.1.6.2 Advocate for Airport upgrades in line with Advocacy Strategy and Airport Master Plan	Executive Manager Growth and Investment	01-Jul-2023	30-Jun-2024
Measure: Airport advocacy achieved via submissions, grant applications and meetings			

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-2023	30-Jun-2024
Measure: Business and industry collaboration achieved			

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-2023	30-Jun-2024
Measure: Business and industry support acquired for significant projects			

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 Participate on committees and working parties associated with education and training	Executive Manager People and Culture	01-Jul-2023	30-Jun-2024
Measure: Education and training collaboration achieved			

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-2023	30-Jun-2024
Measure: Tertiary institution partnerships established			

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-2023	30-Jun-2024
Measure: Funding opportunities identified			

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-2023	30-Jun-2024
Measure: Attendance at identified conferences and workshops achieved			
2.3.1.2 Participate in tourism and other industry events that further networking and professional development	Visitor Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Attendance at tourism and industry events achieved			

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-2023	30-Jun-2024
Measure: Renewable Energy Action Plan promoted			
2.3.2.2 Support major renewable energy projects within the Far West Area	General Manager	01-Jul-2023	30-Jun-2024
Measure: Renewable energy projects supported			

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-2023	30-Jun-2024
Measure: 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-2023	30-Jun-2024
Measure: 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-2023	30-Jun-2024
Measure: Participation in state/regional planning initiatives achieved			
2.3.4.2 Develop working tourism relationships with regional tourism associations and village committees	Visitor Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Working relationships developed and maintained			

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-2023	30-Jun-2024
Measure: Community informed of long-term sustainability			
2.3.5.2 Provide public Budget sessions with support from Finance	Manager Communications	01-Jul-2023	30-Jun-2024
Measure: Public budget sessions held			
2.3.5.3 Provide a summary of key outcomes from Economic Development Strategy to community and key stakeholders	Manager Communications	01-Jul-2023	30-Jun-2024
Measure: Economic Development Strategy key outcomes communicated			

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	START DATE	END DATE
2.4.1.1 Collaborate with industry and government to expand experiences, products and destination marketing	Executive Manager Growth and Investment	01-Jul-2023	30-Jun-2024
Measure: Industry and government collaboration achieved			
2.4.1.2 Support the development of culturally appropriate tourism experiences through the delivery of the Destination Management Plans	Executive Manager Growth and Investment	01-Jul-2023	30-Jun-2024
Measure: Destination Management Plans prioritised actions delivered			
2.4.1.3 Maintain visitor related content on digital platforms	Visitor Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Tourism digital platforms maintained			
2.4.1.4 Conduct audit of Broken Hill tourism product and experiences	Visitor Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Audit completed and submitted to Executive Leadership Team			
2.4.1.5 Support the development of the Silver to Sea Trail project	Visitor Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Identified Silver to Sea Trail actions implemented			

STRATEGY 2.4.2 Activate Business Plans from Council owned facilities

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.2.1 Continue to implement Visitor Services Business Plan	Visitor Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Prioritised Visitor Services Business Plan actions implemented			
2.4.2.2 Investigate development of new Business Plan for Broken Hill City Art Gallery	Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
Measure: Funding sources identified and application submitted			
2.4.2.3 Investigate development of new Business Plan for Albert Kersten Mining & Minerals Museum	Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
Measure: Funding sources identified and application submitted			

2.4.2.4	Activate Civic Centre Business Plan	Events Coordinator	01-Jul-2023	30-Jun-2024
Measure: Prioritised Civic Centre Business Plan actions activated				
2.4.2.5	Activate Library Business Plan	Library Coordinator	01-Jul-2023	30-Jun-2024
Measure: Prioritised Library Business Plan actions activated				
STRATEGY 2.4.3 Activate Destination Management Plans				
ACTIONS		RESPONSIBLE OFFICER	START DATE	END DATE
2.4.3.1	Activate actions within the Destination Management Plans	Executive Manager Growth and Investment	01-Jul-2023	30-Jun-2024
Measure: Prioritised Destination Management Plans actions activated				
STRATEGY 2.4.4 Operate Council owned facilities supporting the visitor economy				
ACTIONS		RESPONSIBLE OFFICER	START DATE	END DATE
2.4.4.1	Operate Visitor Services to support the visitor economy	Visitor Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Visitors to Visitor Information Centre supported				
Measure: Visitor Information Centre accreditation maintained				
2.4.4.2	Operate the Living Desert to support the visitor economy	Living Desert Ranger	01-Jul-2023	30-Jun-2024
Measure: Visitors to Living Desert supported				
2.4.4.3	Operate the Broken Hill City Art Gallery to support the visitor economy	Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
Measure: Visitors to Gallery supported				
2.4.4.4	Operate the Albert Kersten Mining & Minerals Museum to support the visitor economy	Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
Measure: Visitors to Museum supported				
2.4.4.5	Operate the Civic Centre to support the visitor economy	Events Coordinator	01-Jul-2023	30-Jun-2024
Measure: Conference and business events hosted				
2.4.4.6	Operate the Airport to support the visitor economy	Manager Airport	01-Jul-2023	30-Jun-2024
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-2023	30-Jun-2024
Measure: Conversion from inquiry to production and film permits processed			

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 grow business opportunities	Executive Manager Growth and Investment	01-Jul-2023	30-Jun-2024
Measure: Priority recommendations from the Civic Centre Business Plan implemented			
2.4.6.2 Implement Civic Centre Marketing Plan actions	Events Coordinator	01-Jul-2023	30-Jun-2024
Measure: Prioritised Civic Centre Marketing Plan actions implemented			

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	Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
Measure: 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	Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
Measure: Events and cultural activities held in Gallery and Museum			

STRATEGY 2.4.8 Support Aboriginal economic enterprise and cultural practice

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
2.4.8.1 Invite First Nations businesses and artisans to participate in destination management marketing opportunities	Executive Manager Growth and Investment	01-Jul-2023	30-Jun-2024
Measure: Opportunities shared with identified businesses/artisans			

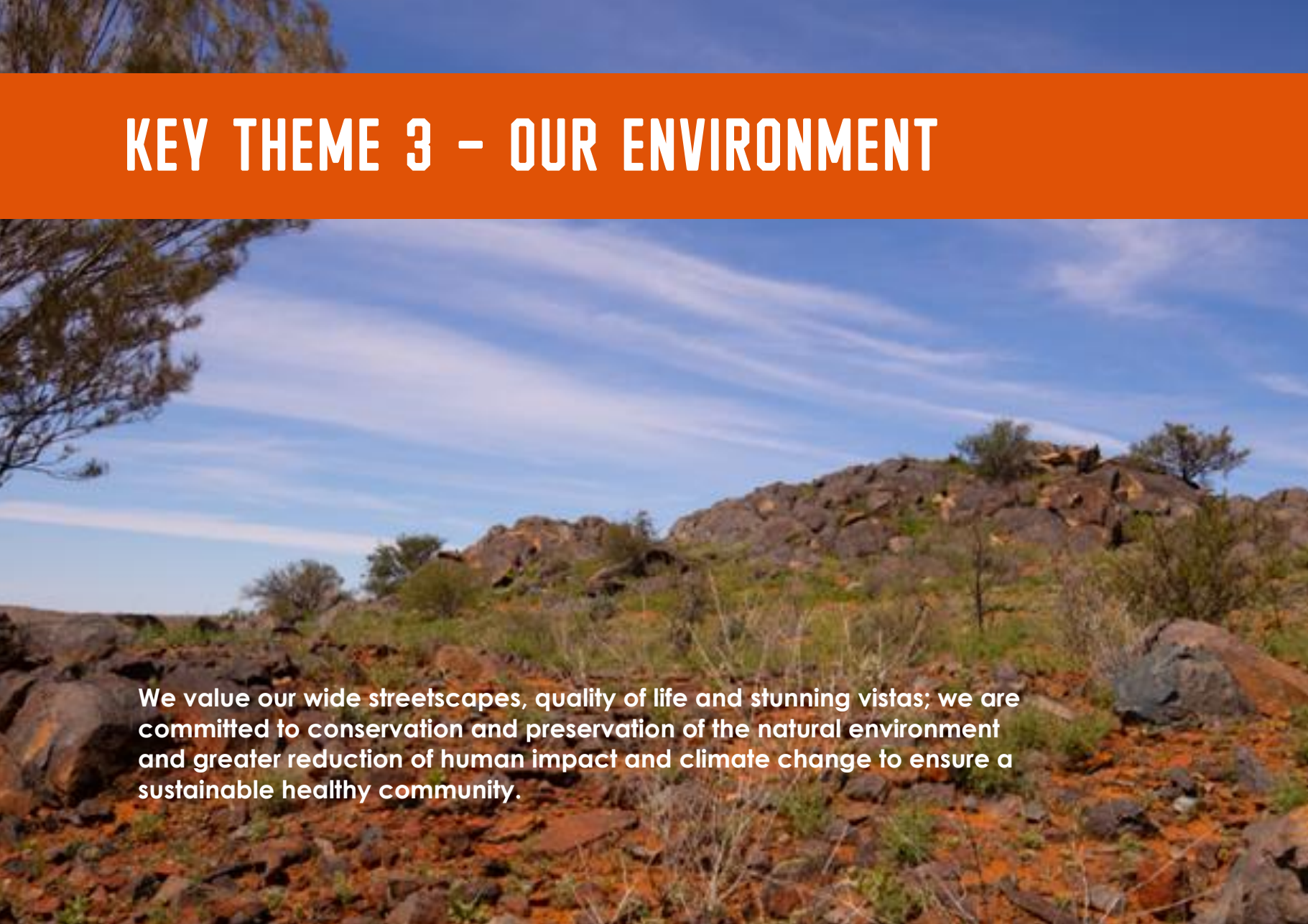
OPERATIONAL PLAN - 2023-2024 INCOME STATEMENT - OUR ECONOMY

\$ '000	2024	2024	2024	2024	2024
	Our Economy Proposed Budget	Economic Development	Strategic Transport	Tourism Development	Film Promotion
Income from Continuing Operations					
Revenue:					
Rates & annual charges	-	-	-	-	-
User charges & fees	1,430	175	1,076	180	-
Interest & investment revenue	-	-	-	-	-
Other revenues	60	59	-	1	-
Grants & contributions for operating purposes	369	23	334	12	-
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	1,859	257	1,410	193	-
Expenses from Continuing Operations					
Employee benefits & costs	1,628	872	306	450	-
Borrowing costs	-	-	-	-	-
Materials & contracts	760	531	130	98	-
Depreciation & amortisation	561	113	446	1	-
Impairment	-	-	-	-	-
Other expenses	100	88	-	12	-
Net losses from disposal of assets	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	3,048	1,604	883	561	-
OPERATING RESULT FOR THE YEAR	(1,189)	(1,348)	526	(368)	-
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,189)	(1,348)	526	(368)	-

CAPITAL BUDGET - OUR ECONOMY										
Description	Total Cost	Capital Grant	Capital Contribution	Operating Grant (untied roads)	Loan Funds	Reserve Transfers	Working Capital	Net Cost to Council	New, Renewal, Upgrade	
Total for Our Economy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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KEY THEME 3 – OUR ENVIRONMENT



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

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-2023	30-Jun-2024
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-2023	30-Jun-2024
Measure: Promotion of Waste and Resource Recovery Strategy achieved			

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-2023	30-Jun-2024
Measure: 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-2023	30-Jun-2024
Measure: Stage 3 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-2023	30-Jun-2024
Measure: Living Desert fencing repaired/replaced			
Measure: Living Desert noxious weeds eradication control measures implemented			
Measure: Living Desert feral animal eradication measures implemented			

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-2023	30-Jun-2024
Measure: Draft Climate Action Plan developed			

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 regeneration/common areas accordance with governing Acts	Living Desert Ranger	01-Jul-2023	30-Jun-2024
Measure: Regeneration/common areas feral animal eradication measures implemented			
3.2.3.2 Replace damaged and vandalised fencing in regeneration/common areas	Living Desert Ranger	01-Jul-2023	30-Jun-2024
Measure: Regeneration/common areas fencing repaired/replaced			
3.2.3.3 Undertake annual assessment of identified noxious weeds and pests in regeneration/common areas	Living Desert Ranger	01-Jul-2023	30-Jun-2024
Measure: Regeneration/common areas annual assessment of weeds/pests completed			
3.2.3.4 Implement control measure to ensure noxious weeds and pests are controlled in an appropriate manner in regeneration/common areas	Living Desert Ranger	01-Jul-2023	30-Jun-2024
Measure: Regeneration/common areas noxious weeds and pest control measure implemented			
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-2023	30-Jun-2024
Measure: Volunteers supported at Living Desert			
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-2023	30-Jun-2024
Measure: Volunteers supported at Regeneration areas			

STRATEGY 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-2023	30-Jun-2024

Measure: Water and river connectivity advocacy achieved

OBJECTIVE 3.3 Proactive, innovative and responsible planning supports the community, the environment and beautification of the 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-2023	30-Jun-2024

Measure: Crown Reserves Plans of Management adopted

3.3.1.2 Adopt updated Plan of Management for Living Desert Reserve	Strategic Land Use Planner	01-Jul-2023	30-Jun-2023
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Measure: Living Desert Reserve Plan of Management adopted

STRATEGY 3.3.2 Increase canopy cover within the City

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-2023	30-Jun-2024

Measure: Tree Management Plan compliance maintained

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	01-Jul-2023	30-Jun-2024

Measure: Provision of education/guidance for sustainable landscaping, vegetation and water management achieved

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	01-Jul-2023	30-Jun-2024
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Measure: Provision of education/guidance for sustainable landscaping, vegetation and water management achieved

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-2023	30-Jun-2024
Measure: Storm Water Management Strategy developed			
3.3.4.2 Complete flood study for the City	Chief Assets and Projects Officer	01-Jul-2023	30-Jun-2024
Measure: City flood study completed			

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-2023	30-Jun-2024
Measure: Implementation of Heritage Strategy recommendations achieved			
3.3.5.2 Raise awareness of heritage related issues and management	Town Planner	01-Jul-2023	30-Jun-2024
Measure: Provision of Heritage awareness achieved			

OPERATIONAL PLAN - 2023-2024 INCOME STATEMENT - OUR ENVIRONMENT

\$ '000	2024	2024	2024	2024	2024	2024	2024
	Our Environment Proposed Budget	Waste Management	Sustainability After Mining	Natural Environment	Public Health	Public Order	Stormwater Management
Income from Continuing Operations							
Revenue:							
Rates & annual charges	3,456	3,456	-	-	-	-	-
User charges & fees	2,213	1,579	-	448	20	166	-
Interest & investment revenue	27	27	-	-	-	-	-
Other revenues	10	10	-	-	-	-	-
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	5,706	5,072	-	448	20	166	-
Expenses from Continuing Operations							
Employee benefits & costs	2,322	1,572	-	263	142	345	-
Borrowing costs	179	179	-	-	-	-	-
Materials & contracts	414	237	-	120	5	53	-
Depreciation & amortisation	162	-	-	-	-	-	162
Impairment	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-
Net losses from disposal of assets	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	3,076	1,988	-	383	146	398	162
OPERATING RESULT FOR THE YEAR	2,630	3,084	-	65	(126)	(232)	(162)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	2,630	3,084	-	65	(126)	(232)	(162)

CAPITAL BUDGET- OUR ENVIRONMENT										
Description	Total Cost	Capital Grant	Capital Contribution	Operating Grant (untied roads)	Loan Funds	Reserve Transfers	Working Capital	Net Cost to Council	New, Renewal, Upgrade	
Total for Our Environment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

KEY THEME 4 – OUR LEADERSHIP



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

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-2023	30-Jun-2024
Measure: Civic event and function invitations provided			
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-2023	30-Jun-2024
Measure: Meeting invitations provided			
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-2023	30-Jun-2024
Measure: Community Engagement Strategy processes implemented			
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-2023	30-Jun-2024
Measure: Public forum sessions held each meeting achieved			
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	Chief Corporate and Community Officer	01-Jul-2023	30-Jun-2024
Measure: Council report format updated to include quadruple bottom line reporting			

STRATEGY 4.1.5 Support the organisation to operate within its legal framework

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.1.5.1 Develop written processes for Governance functions in accordance with Office of Local Government Calendar of Compliance and Reporting requirements	Corporate Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Processes written and tested			
4.1.5.2 Implement Proactive Release Strategy to assist in Council's approach to authorised proactive release and promotion of open government	Corporate Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Strategy implemented and Proactive Release Working Group established			
4.1.5.3 Develop legal, contractual agreements for Exhibiting Artists, Commission Work and Sales through cultural facilities	Gallery and Museum Manager	01-Jul-2023	30-Jun-2024
Measure: Gallery contracts reviewed and redrafted by legal firm			
4.1.5.4 Review of Delegations and Authorisations completed with recruitment of new staff	Executive Officer	01-Jul-2023	30-Jun-2024
Measure: Delegations and authorisations assigned to staff			
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-2023	30-Jun-2024
Measure: Disclosures of Interest Returns completed by 31/10			
4.1.5.6 Review Council Policies for compliance with relevant legislation	Executive Officer	01-Jul-2023	30-Jun-2024
Measure: Prioritised policies reviewed			
4.1.5.7 Develop written processes for Governance functions of Alcohol-Free Zones and Alcohol Prohibited Areas	Corporate Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Processes written and tested			
4.1.5.8 Review Corporate Service Induction programs and packages for delivery that is matched to employee roles and responsibilities	Corporate Services Coordinator	01-Jul-2023	30-Jun-2024
Measure: Review completed and new Corporate Service Induction program implemented			
4.1.5.9 Work with NSW Electoral Commission to carry out Local Government Election	Chief Corporate and Community Officer	01-Jul-2023	30-Jun-2024
Measure: Planning for Local Government Election completed			

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-2023	30-Jun-2024
Measure: 100% of employees inducted in use of Enterprise Risk Management software 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-2023	30-Jun-2024
Measure: 100% of Senior Leadership Team inducted in use of ERM Framework Measure: Senior Leadership Team upskill workshops held for ERM Framework			
4.1.6.3 Undertake full review and testing of Council's Business Continuity Plan (BCP)	Corporate Risk Coordinator	01-Jul-2023	30-Jun-2024
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-2023	30-Jun-2024
Measure: 100% staff learning/development plans completed			
4.2.1.2 Develop Local Government Capability Framework project plan and timeline for implementation	Executive Manager People and Culture	01-Jul-2023	30-Jun-2024
Measure: Project plan/timeline developed			

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-2023	30-Jun-2024
Measure: Councillor professional development scheduled			
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-2023	30-Jun-2024
Measure: Prioritised 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-2023	30-Jun-2024
Measure: Prioritised actions implemented			
4.2.3.2 Investigate further leadership training opportunities	Executive Manager People and Culture	01-Jul-2023	30-Jun-2024
Measure: Training opportunities identified			

STRATEGY 4.2.4 Implement the Service Review Framework

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.2.4.1 Undertake Living Desert service review	Leader Innovation & Business Improvement	01-Jul-2023	30-Jun-2024
Measure: Living Desert service review completed			
4.2.4.2 Undertake Animal Control service review	Leader Innovation & Business Improvement	01-Jul-2023	30-Jun-2024
Measure: Animal Control 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-2023	30-Jun-2024
Measure: Submissions to Government completed			

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-2023	30-Jun-2024

Measure: Prioritised Communications Technology Strategy/Roadmap outcomes implemented

4.2.6.2 Continue to implement the Cyber Security Framework	Manager Information & Communications Technology	01-Jul-2023	30-Jun-2024
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Measure: Prioritised Cyber Security Framework outcomes implemented

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 Achieve financial results in accordance with Council's Long Term Financial Plan	Chief Financial Officer	01-Jul-2023	30-Jun-2024

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 Meet regularly with key stakeholders for ongoing alignment of Community Strategic Plan	General Manager	01-Jul-2023	30-Jun-2024

Measure: Regular meetings with key Community Strategic Plan stakeholders 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-2023	30-Jun-2024

Measure: Identified working parties developed

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-2023	30-Jun-2024
Measure: Engagement with local State and Federal Members achieved			

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-2023	30-Jun-2024
Measure: Engagement with Ministers achieved			

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-2023	30-Jun-2024
Measure: Community Engagement Strategy updated and adopted			

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	Executive Officer	01-Jul-2023	30-Jun-2024
Measure: Community meetings with Councillors achieved			
4.4.2.2 Facilitate community engagement sessions regarding major projects and initiatives as required	Manager Communications	01-Jul-2023	30-Jun-2024
Measure: Major project community engagement sessions achieved			

STRATEGY 4.4.3 Maintain an Advocacy Strategy for the City

ACTIONS	RESPONSIBLE OFFICER	START DATE	END DATE
4.4.3.1 Review and update Advocacy Strategy to align with Council and community priorities	Executive Manager Growth and Investment	01-Jul-2023	30-Jun-2024
Measure: Advocacy Strategy reviewed and updated			

OPERATIONAL PLAN - 2023-2024

INCOME STATEMENT - OUR LEADERSHIP

\$ '000	2024	2024	2024	2024	2024	2024	2024
	Our Leadership Proposed Budget	Leadership & Governance	Financial Management	Corporate Support	Asset Management	Operations Management	Buildings & Property
Income from Continuing Operations							
Revenue:							
Rates & annual charges	17,501	-	17,575	-	-	-	(75)
User charges & fees	409	-	110	-	284	39	(25)
Interest & investment revenue	1,209	-	1,209	-	-	-	-
Other revenues	398	-	350	-	-	48	-
Grants & contributions for operating purposes	5,157	-	5,149	-	8	-	-
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	24,673	-	24,393	-	292	87	(99)
Expenses from Continuing Operations							
Employee benefits & costs	8,008	1,051	1,828	2,034	1,291	610	1,194
Borrowing costs	93	-	93	-	-	-	-
Materials & contracts	6,525	564	2,351	1,178	106	622	1,705
Depreciation & amortisation	3,866	-	-	131	7	847	2,882
Impairment	-	-	-	-	-	-	-
Other expenses	857	767	30	40	20	-	-
Net losses from disposal of assets	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	19,350	2,382	4,302	3,383	1,424	2,079	5,781
OPERATING RESULT FOR THE YEAR	5,323	(2,382)	20,091	(3,383)	(1,132)	(1,991)	(5,880)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	5,323	(2,382)	20,091	(3,383)	(1,132)	(1,991)	(5,880)

CAPITAL BUDGET - OUR LEADERSHIP

Description	Total Cost	Capital Grant	Capital Contribution	Operating Grant (untied roads)	Loan Funds	Reserve Transfers	Working Capital	Net Cost to Council	New, Renewal, Upgrade
Asset Replacement	\$ 60,000	0	0	0	0	0	\$ 60,000	\$ 60,000	Renewal
Photocopier Refresh	\$ 50,000	0	0	0	0	0	\$ 50,000	\$ 50,000	Renewal
Total for Our Leadership	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ 110,000	

REVENUE

REVENUE POLICY

INTRODUCTION

Council's 2023/2024 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 2023/2024 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.

2023/2024 FINANCIAL ESTIMATES

OPERATIONAL PLAN - 2023-2024		
INCOME STATEMENT		
\$ '000	2023	2024
	Revised Budget Q3	Proposed Budget
Income from Continuing Operations		
Revenue:		
Rates & annual charges	19,816	20,950
User charges & fees	3,586	4,335
Interest & investment revenue	802	1,236
Other revenues	684	530
Grants & contributions for operating purposes	8,376	7,092
Grants & contributions for capital purposes	18,839	2,696
Other Income:		
Net gains from disposal of assets	-	-
Net share of interests in joint ventures	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	52,103	36,839
Expenses from Continuing Operations		
Employee benefits & costs	14,855	15,485
Borrowing costs	678	745
Materials & contracts	12,546	10,236
Depreciation & amortisation	6,259	6,700
Impairment	-	-
Other expenses	987	977
Net losses from disposal of assets	-	-
Net share of interests in joint ventures	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	35,325	34,143
OPERATING RESULT FOR THE YEAR	16,778	2,696
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(2,061)	(0)
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(2,061)	(0)
Assumptions		
Rate Peg	2.30%	3.70%
General Index	2.50%	7.80%
Employee Cost Index	4.00%	3.25%
Grant Index	2.00%	2.00%
Investment Interest rate	1.50%	5.00%
Overdue rates interest rate	6.00%	9.00%
Efficiency gain on Materials & Contracts	-2.00%	-2.00%

OPERATIONAL PLAN - 2023-2024		
STATEMENT OF FINANCIAL POSITION		
\$ '000	2023	2024
	Revised Budget Q3	Proposed Budget
Assets		
Current Assets:		
Cash & cash equivalents	4,280	3,074
Investments	8,570	3,570
Receivables	5,653	5,837
Inventories	136	147
Other	416	506
Non-current assets classified as 'held for sale'	-	-
TOTAL CURRENT ASSETS	19,055	13,134
Non-Current Assets:		
Investments	-	-
Receivables	-	-
Inventories	-	-
Infrastructure, property, plant & equipment	278,531	285,653
Investments accounted for using the equity method	1,144	1,144
Investment property	-	-
Intangible assets	-	-
TOTAL NON-CURRENT ASSETS	279,675	286,797
TOTAL ASSETS	298,730	299,931
Liabilities		
Current Liabilities:		
Payables	1,902	2,080
Income Received in Advance	-	-
Contract Liabilities		
Borrowings	2,363	2,452
Provisions	3,829	4,004
TOTAL CURRENT LIABILITIES	8,095	8,536
Non-Current Liabilities:		
Payables	-	-
Borrowings	19,498	17,687
Provisions	12,262	12,906
TOTAL NON-CURRENT LIABILITIES	31,760	30,593
TOTAL LIABILITIES	39,855	39,129
NET ASSETS	258,875	260,801
Equity		
Retained earnings	121,168	123,094
Revaluation reserves	137,707	137,707
Council equity interest	258,875	260,801
Non-controlling interest	-	-
TOTAL EQUITY	258,875	260,801
Assumptions		
General Index	2.50%	7.80%
No impact from revaluation of assets		
No restricted cash		

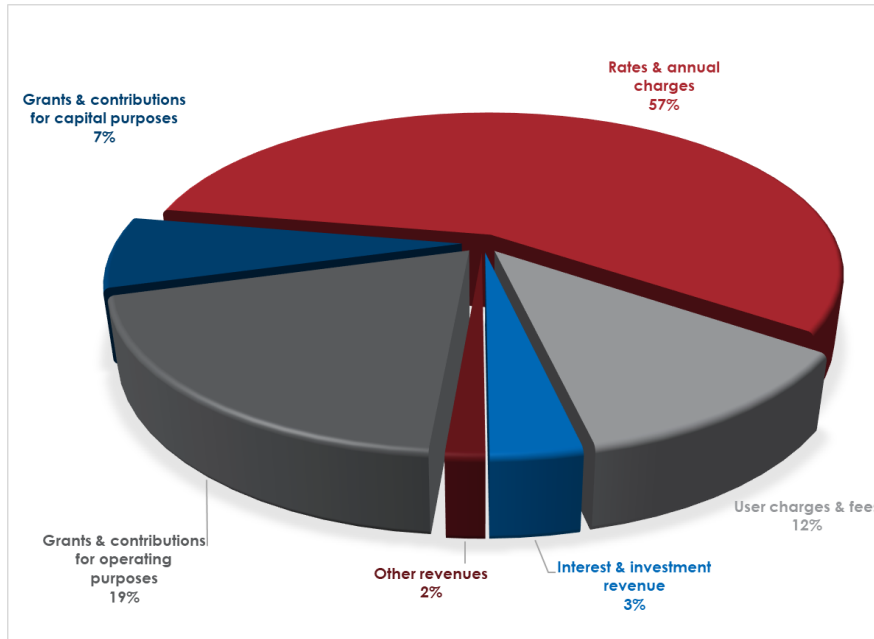
OPERATIONAL PLAN - 2023-2024		
STATEMENT OF CASH FLOWS		
\$ '000	2023	2024
	Revised Budget Q3	Proposed Budget
Cash Flows from Operating Activities		
Receipts:		
Rates & annual charges	19,222	20,322
User charges & fees	3,478	4,205
Investment & interest revenue received	465	694
Grants & contributions	27,215	9,788
Bonds, deposits & retention amounts received	-	-
Other	663	514
Payments:		
Employee benefits & costs	(14,410)	(15,020)
Materials & contracts	(12,170)	(9,929)
Borrowing costs	(678)	(745)
Bonds, deposits & retention amounts refunded	-	-
Other	(957)	(948)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	22,828	8,881
Cash Flows from Investing Activities		
Receipts:		
Sale of investment securities	-	5,000
Sale of infrastructure, property, plant & equipment	-	320
Deferred debtors receipts	-	-
Other investing activity receipts	-	-
Payments:		
Purchase of investment securities	-	-
Purchase of infrastructure, property, plant & equipment	(32,404)	(14,142)
Deferred debtors & advances made	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(32,404)	(8,822)
Cash Flows from Financing Activities		
Receipts:		
Proceeds from borrowings & advances	-	-
Payments:		
Repayment of borrowings & advances	(1,310)	(1,264)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(1,310)	(1,264)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	(10,885)	(1,205)
plus: CASH & CASH EQUIVALENTS - beginning of year	15,165	4,280
CASH & CASH EQUIVALENTS - end of year	4,280	3,074
Additional Information		
plus: Investments on hand - end of year	8,570	3,570
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	12,850	6,644
Assumptions		
Rates & charges recovery rate	97.00%	97.00%
Debtor recovery rate	97.00%	97.00%
General Index	2.50%	7.80%
Investment Interest rate	1.50%	5.00%
Overdue rates interest rate	6.00%	9.00%
No restricted cash		

OPERATIONAL PLAN - 2023-2024
FINANCIAL RATIOS

	2024	2025	Figure
	Proposed Budget	Forecast	
<p>Operating Ratio This ratio measures Council's ability to contain operating expenditure within operating revenue. Benchmark - Greater than 0% (operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions</p>	0.00%	0.22%	
<p>Cash Expense Cover Ratio This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow. Benchmark - Greater than 3.0 months (current year's cash and cash equivalents / (total expenses - depreciation - interest costs)) * 12</p>	4.08	4.32	
<p>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. Benchmark - Greater than 1.5 current assets / current liabilities</p>	1.54	1.59	
<p>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. Benchmark - Greater than 1.5 current assets less all external activities/ current liabilities, less specific purpose liabilities</p>	1.74	1.80	
<p>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. Benchmark - Greater than 60% rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)</p>	73.43%	73.11%	
<p>Debt Service Cover Ratio This ratio measures the availability of cash to service debt including interest, principal, and lease payments. Benchmark - Greater than 2.0 operating result before interest and depreciation (EBITDA) / principal repayments + borrowing interest costs</p>	3.71	3.98	
<p>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. Benchmark - Greater than 4.0 operating result before interest and depreciation (EBITDA) / interest expense</p>	9.99	12.52	
<p>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. Benchmark - Greater than 1.1 annual capital expenditure / annual depreciation</p>	2.11	1.10	

SOURCES OF REVENUE

Council's revenue is mainly sourced from Rates and Annual Charges (57%), with Operating Grants (19%) and User Charges and Fees (12%) being other key revenue items.



RATE REVENUE

Rates are budgeted to increase by the full 3.7 % rate peg amount in the 2023/24 year. The rate peg, set by the Independent Pricing and Regulatory Tribunal, is the maximum amount by which Council's total rate revenue can increase over the previous year without making application for a special rate variation.

Council is proposing to increase rates by the full amount of the rate peg, which will increase total rate revenue by approximately \$811,000.

The rate structure has been left as per the structure reviewed and adopted for the 2022/23 financial year.

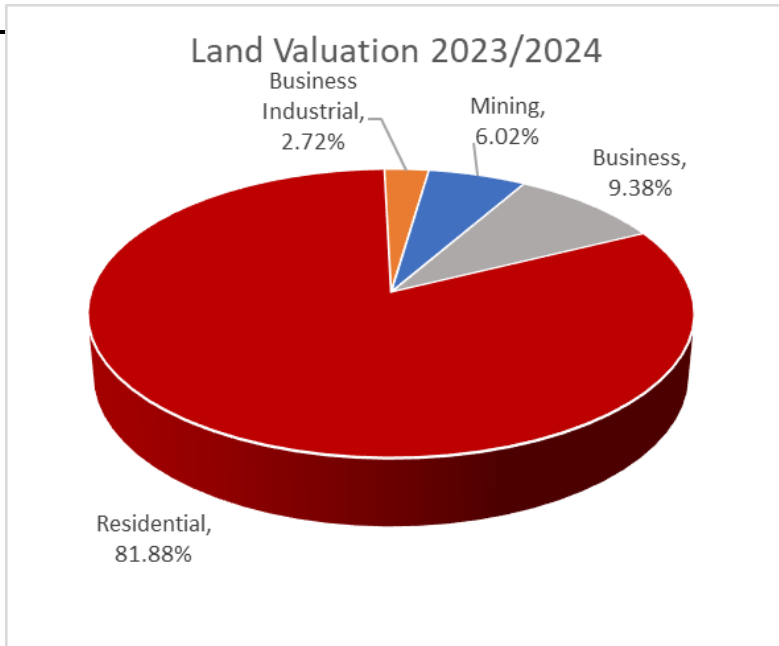
In July 2022 the Valuer General completed a review of Broken Hill.

Land revaluations do not increase Council's overall rate revenue however the amount of rates paid for individual properties are directly linked to land values

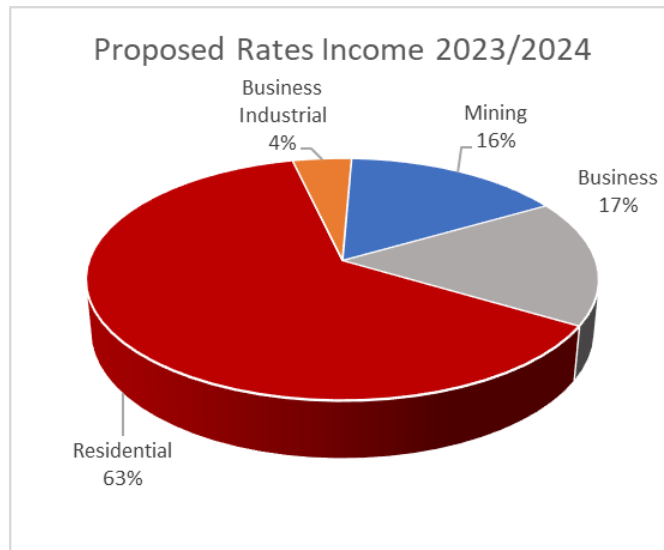
Review of the revaluation data has shown property value changes ranging from an increase of 464%, through to some properties reducing in value by 26%.

Such large variations in land value will cause large variances in rates paid by each household, and as result the Valuer General has agreed with Councils request to conduct an independent review of land values in Broken Hill.

The review will not be conducted in time to amend rates for 2023/24 financial year but will be considered in subsequent years.



Rating Category	Land Value 2023/24	Total Property Count	2023/24 Financial Year					% of Total Income	% of Base Rate Income
			Base Rate	Base Rate Income	Ad-Valorem	Ad-Valorem Income	Total Income		
Business	\$38,094,320	540	\$825	\$445,500	0.00036960	\$2,525,895	\$2,971,395	16.76%	15.00%
Business Industrial	\$11,101,000	71	\$1,614	\$114,694	0.00851092	\$649,830	\$764,124	4.31%	15.00%
Residential	\$331,894,870	9440	\$577	\$5,446,880	0.01705478	\$5,660,394	\$11,107,274	62.65%	49.00%
Residential 1(a)	\$827,610	11	\$395	\$4,345	0.00546096	\$4,520	\$8,865	0.05%	49.00%
Residential Rural	\$1,549,000	11	\$553	\$6,083	0.00408480	\$6,327	\$12,410	0.07%	49.00%
Farmland	\$0	0	\$0	\$0	0.00000000	\$0	\$0	0.00%	0.00%
Mining	\$24,600,000	2	\$0	\$0	0.11531114	\$2,836,654	\$2,836,654	16.00%	0.00%
MD Business	\$237,531	6	\$825	\$4,546	0.00836980	\$15,782	\$21,275	0.12%	21.37%
MD Residual	\$236,669	5	\$544	\$2,987	0.01734622	\$4,105	\$7,092	0.04%	42.11%
Totals	\$408,511,000	10,086		\$6,024,934		\$11,703,187	\$17,729,088	100.0%	



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 2023/2024, the proposed charge is \$325 per service and the administration fee is \$57 per each serviceable property. The domestic waste user charge is expected to generate \$3.08M and the administration fee \$0.54M, for a combined total of \$3.62M.

Charge	2022/23	2023/24	Increase %	Total Income
Domestic waste usage charge	\$301	\$325	8.0%	\$3.08M
Domestic waste administration fee	\$53	\$57	7.5%	\$0.54M

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 2023/2024, garbage removal charges for one Commercial Waste Service (three mobile garbage bins) is \$480 or one x 600 litre bin will be set at \$440 per property per annum, which is expected to generate \$214,000. An additional MGB service will be charged at \$170 per annum and an additional 600 litre bin at \$440.

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.

DEBT

DEBT MANAGEMENT

The amount of debt outstanding at 30 June 2024 is expected to be \$20.14M.

These loans have loan terms spanning 10-20 years with fixed interest rates of between 1.32% - 4.45% per annum.

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
- Waste Collection Vehicles \$1.5M

ANNEXURE 1

DRAFT SCHEDULE OF FEES AND CHARGES 2023/2024



**DRAFT SCHEDULE OF
FEES AND CHARGES
2023/2024**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

QUALITY CONTROL		
FILE REFERENCES	22/190 - D23/16598	
KEY THEME	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	
RESPONSIBLE OFFICER	General Manager	
REVIEW DATE	July 2024	
ORGANISATION	Broken Hill City Council	
TELEPHONE NUMBER	08 8080 3300	
EMAIL ADDRESS FOR ENQUIRIES ONLY	Council@brokenhill.nsw.gov.au	
DATE	ACTION	MINUTE NO.
	Public Exhibition	
	Adopted by Council	
NOTES	Images sourced from Council's Image Library © Copyright Broken Hill City Council 2018	
ASSOCIATED DOCUMENTS	Community Strategic Plan Your Broken Hill 2040 Long Term Financial Plan 2024-2033 Delivery Program 2022-2026 incorporating Operational Plan 2023/2024 Disability Inclusion Action Plan 2022-2026	

TABLE OF CONTENTS

GST Disclaimer	4
Pricing Policy	5
Key Theme 1 - Our Community	7
Library Services	7
Roads	8
Buildings and Property	10
Parks and Halls	10
Cemetery	10
Parks and Recreational Facilities	12
Alma Oval	12
Bill Renfrew Sportsground	12
ET Lamb Memorial Oval	12
Memorial Oval	12
Norm Fox Sporting Complex	12
Picton Sportsground	13
BIU Band Hall/Soccer Complex	13
Tennis Club	13
Key Theme 2 - Our Economy	13
Economic Development & Tourism	15
Visitor Information Centre	15
Filming in Broken Hill	15
Banner Poles	15
Grant Application Assistance	15
Events and Conferences	16
Civic Centre	16
Airport	18
Key Theme 3 - Our Environment	20
Living Desert: The John Simons Flora and Fauna Sanctuary and Sculpture Site	20
Willyama Common	20
Planning, Development and Compliance	21
Certificates	28
Other - Planning, Building and Compliance	30
Companion Animals	34
Broken Hill Animal shelter	34
Cultural Services	36
Waste Management	37
Key Theme 4 - Our Leadership	40
Policy, Planning and Administration	40
Financial Services	40
YMCA Fees and Charges	42
Broken Hill Regional Aquatic Centre	42

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.

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
1. Community Service – Service provides a broad community benefit and therefore full cost recovery should not apply. Partial cost recovery could apply in some circumstances	Zero to partial cost recovery
2. Cost Recovery – Service benefits particular users making a contribution to their individual income, welfare or profits generally without any broader benefits to the community	Full cost recovery
3. Market Price – Services that Council operates in a commercial market	Market Price
4. Statutory – Charges set by Federal and State Government	Statutory
5. Third Party – Services provided by another service provider apart from Council	Third Party

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 Simons Flora and Fauna Sanctuary and Sculpture Site	Community Services	Partial Cost Recovery (except in Broken Hill Regional Aquatic Centre which is set by YMCA)
Airport Landing and Passenger Charges	Cost Recovery	100% (except RFDS and Aero Club, Emergency Services)
Animal Control	Statutory	Statutory (Except fees for Broken Hill Veterinary Clinic)
Carnivals – Swimming Pools	Third Party	Set by YMCA
Cemetery Fees	Cost Recovery	100%
Certificates For Construction/Development Work	Market Price	100%
Chemical Toilet Charges	Cost Recovery	100%
Civic Centre	Cost Recovery	100%
Construction Consents, etc.	Market Price	100%
Contaminated Waste Charges	Cost Recovery	100%
Development Applications	Statutory	Statutory
Driveways	Cost Recovery	100%
Inspections of Premises	Cost Recovery	100%

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

KEY 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
1 - 3	Local history search - first 15 minutes free - fee from thereafter	Cost recovery	Per 30 minutes	Yes	\$ 2.27	\$ 25.00
1 - 4	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
1 - 7	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
1 - 21	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
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
1 - 24	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

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
No Charge	N/A	0%
No Charge	N/A	0%
\$ 25.00	\$ -	0%
POA	N/A	0%
\$ 20.00	\$ -	0%
\$ 5.00	\$ -	0%
Actual Cost	N/A	0%
\$ 5.00	\$ -	0%
\$ 10.00	\$ -	0%
\$ 3.00	\$ -	0%
Upon Application	N/A	0%
\$0.20 - \$20.00	N/A	0%
\$ 0.20	\$ -	0%
\$ 0.50	\$ -	0%
\$ 1.50	\$ -	0%
\$ 1.00	\$ -	0%
\$ 3.00	\$ -	0%
No Charge	N/A	0%
\$ 0.20	\$ -	0%
\$ 1.00	\$ -	0%
POA	N/A	0%
\$ 55.00	\$ -	0%
POA	N/A	0%
\$ 10.00	\$ -	0%
\$ 5.00	\$ -	0%

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						
1	Permit fee - Road/Footpath openings (plus restoration fee)	Cost recovery	Each	No	\$ -	\$105.00 plus Restoration fee
2	Permit fee (Heavy Vehicle National Law)	Statutory	Each	No	\$ -	\$ 70.00
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
4	Late fee - any permit not received within 14 days of required date	Cost recovery	Each	Yes	\$ 25.91	\$ 285.00
5	Unauthorised openings (additional to permit fee)	Cost Recovery	Each	Yes	10%	\$135.00 plus Restoration fee
6	Administration fee - cost recovery street closures	Cost recovery	Each	Yes	\$ 22.73	\$ 250.00
7	Install road closures for cost recovery functions	Cost recovery	Each	Yes	10%	By quotation
8	Heavy vehicle/over size limit permit - Reinstatement of infrastructure	Cost recovery	Each	Yes	10%	By quotation
9	Deposit materials on footpaths	Cost recovery	Sq m	Yes	10%	By quotation
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
11	Application to enclose a public place in connection with the erection or demolition of a building (hoardings) >15m ²	Private	Each plus m ²	Yes	10%	\$95.00 Plus \$10.00 per additional m2
12	Construction of paving on public footpaths by cost recovery contractor (including driveways, dish crossings, footpaths)		Each	Yes	\$ 9.09	\$ 100.00
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)						
14	Heavy duty road pavements (regional roads) - road pavement	Cost recovery	Sq m	Yes	10%	By quotation
15	Medium/light duty pavements (local roads) - road pavement	Cost recovery	Sq m	Yes	10%	By quotation
16	Medium/light duty pavements (local roads) - unsealed pavement	Cost recovery	Sq m	Yes	10%	By quotation
17	Footpath/nature strip (min 1m ²) - asphalt/hot mix	Cost recovery	Sq m	Yes	10%	By quotation
18	Footpath/nature strip (min 1m ²) - plain concrete up to 100mm	Cost recovery	Sq m	Yes	10%	By quotation
19	Footpath/nature strip (min 1m ²) - plain concrete over 100mm	Cost recovery	m ²	Yes	10%	By quotation
20	Footpath/nature strip (min 1m ²) - pavers on concrete base	Cost recovery	m ²	Yes	10%	By quotation
21	Footpath/nature strip (min 1m ²) - pavers on all other bases	Cost recovery	m ²	Yes	10%	By quotation
22	Footpath/nature strip (min 1m ²) - grass/earth	Cost recovery	m ²	Yes	10%	By quotation
23	Footpath/nature strip (min 1m ²) - turf	Cost recovery	m ²	Yes	10%	By quotation
24	Footpath/nature strip request for cracker dust (box out, provide materials and compact area)	Cost recovery	m ²	Yes	10%	By quotation
25	Footpath/nature strip request for loam. Council to cover 50% of total cost of loam only	Cost recovery	m ²	Yes	10%	By quotation

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$113.00 plus Restoration Fee	\$ 8.00	7.6%
\$ 75.00	\$ 5.00	7.1%
\$27.00 plus Restoration Fee	\$ 2.00	8.0%
\$ 307.00	\$ 22.00	7.7%
\$145.00 plus Restoration fee	\$ 10.00	0.0%
\$ 269.00	\$ 19.00	7.6%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
\$ 102.00	\$ 7.00	7.4%
\$102.00 Plus \$10.00 per additional m2	\$ 7.00	0.0%
\$ 108.00	\$ 8.00	8.0%
\$ 135.00	\$ 10.00	8.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%

Attachment 1
 Draft Delivery Program 2022-2026
 incorporating Operational Plan 2023-
 2024 inclusive of Statement of
 Revenue Policy and Draft Schedule
 of Fees and Charges 2023-2024
 DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING
 DRAFT OPERATIONAL PLAN 2023/2024, INCLUSIVE OF THE
 STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE
 OF FEES AND CHARGES 2023/2024

KEY THEME 1 – OUR COMMUNITY						
ROADS						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)
26	Driveways - concrete 120mm	Cost recovery	m ²	Yes	10%	By quotation
27	Driveways - concrete 200mm	Cost recovery	m ²	Yes	10%	By quotation
28	Kerb and gutter including laybacks	Cost recovery	m ²	Yes	10%	By quotation
29	Saw cutting (road or footpath)	Cost recovery	m ²	Yes	10%	By quotation
30	Road carriageway and shoulders - asphalt seal	Cost recovery	Sq m	Yes	10%	By quotation
31	Road carriageway and shoulders - asphalt seal and road base	Cost recovery	Sq m	Yes	10%	By quotation
32	Road carriageway and shoulders - bitumen seal	Cost recovery	Sq m	Yes	10%	By quotation
33	Road carriageway and shoulders - bitumen seal and road base pavement	Cost recovery	Sq m	Yes	10%	By quotation
34	Road carriageway and shoulders - road base pavement with no seal	Cost recovery	Sq m	Yes	10%	By quotation
35	Road surfacing (reinstatements only) jet patching (min 1m ²)	Cost recovery	m ²	Yes	10%	By quotation
36	Road surfacing (reinstatements only) emulsion spraying - hand lance (min 10m ²)	Cost recovery	m ²	Yes	10%	By quotation
37	Road surfacing (reinstatements only) sprayed bitumen sealing (min 1000m ²)	Cost recovery	m ²	Yes	10%	By quotation
38	Unsealed road grading and maintenance	Cost recovery	m ²	Yes	10%	By quotation
39	Road - line marking	Cost recovery	m ²	Yes	10%	By quotation
2	Traffic Control					
40	Abandoned vehicles - towing	Market price	Each	Yes	10%	Actual Cost plus 30%
41	Abandoned vehicles - storage/impoundment fees	Cost recovery	Day	No	\$ -	\$ 15.00
42	Abandoned vehicles - administration fee	Cost recovery	Each	Yes	\$ 25.00	\$ 275.00
43	Escort fee - including removal of signs and reinstatements for wide loads	Cost recovery	Each	Yes	\$ 10.45	\$ 115.00
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
46	Hire of traffic controllers	Cost recovery	Hour	Yes	\$ 6.36	\$ 70.00
47	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
48	Replacement of damaged traffic signs/equipment (per item)	Cost recovery	Each	Yes	10%	By quotation

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
By quotation	N/A	0.0%
Actual Cost plus 30%	N/A	0.0%
\$ 16.00	\$ 1.00	6.7%
\$ 296.00	\$ 21.00	7.6%
\$ 124.00	\$ 9.00	7.8%
By quotation	N/A	0.0%
\$ 434.00	\$ 31.00	7.7%
\$ 75.00	\$ 5.00	7.1%
\$22.00 plus \$50.00 refundable bond	\$ 2.00	9.1%
By quotation	N/A	0.0%

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 Hire Fees – Parks						
3-1	Event Application Fee (all parks excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve) TIER 1 (minor events and gatherings)	Cost recovery	Event	Yes	\$ 7.36	\$ 81.00
3-2	Event Application Fee (all parks excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve) TIER 2 (medium events and activities)	Cost recovery	Event	Yes	10%	New Fee
3-3	Event Application Fee (all parks excluding Living Desert Sanctuary and Sculpture Site, ovals and Willyama Common, Gasworks Reserve) TIER 3 (major events)	Cost recovery	Event	Yes	10%	New Fee
3-4	Waste Services - Additional MGB / Yellow Recycling	Cost recovery	Bin	Yes	10%	New Fee
3-5	Amusement Device (inflatable/mechanical ride)	Cost recovery	Event	Yes	10%	New Fee
3-6	Sturt Park Rotunda - casual community hire eg wedding ceremonies (exclusive use)	Cost recovery	Event	Yes	\$ 16.18	\$ 178.00
3-7	Sturt Park Rotunda - business and private function hire no entry fees (exclusive use)	Cost recovery	Event	Yes	\$ 27.00	\$ 297.00
3-8	Park - key deposit (refundable)	Cost recovery	Each	No	\$ -	\$ 35.00
3-9	Duke of Cornwall Park - tennis court - day rate per court	Cost recovery	Hour	Yes	\$ 1.00	\$ 11.00
3-10	Duke of Cornwall Park - tennis court - night rate per court	Cost recovery	Hour	Yes	\$ 1.45	\$ 16.00
3 Hire Fees - Town Square						
3-11	Power - key deposit (refundable)	Cost recovery	Each	No	\$ -	\$ 35.00
3-12	Town Square hire fee	Cost recovery	Per day	Yes	\$ 7.73	\$ 85.00
3 Hire Fees - Halls						
3-13	Building - key deposit (refundable)	Cost recovery	Each	No	\$ -	\$ 35.00
3-14	Aged Persons Rest Centre hire - half day (four hours)	Cost recovery	Half day	Yes	\$ 7.64	\$ 84.00
3-15	Aged Persons Rest Centre hire - full day	Cost recovery	Day	Yes	\$ 15.18	\$ 167.00
3-16	Aged Persons Rest Centre - regular casual hire (hourly rate up to maximum daily rate)	Cost recovery	Hour	Yes	\$ 2.27	\$ 25.00
3-17	Aged Persons Rest Centre hire - charitable organisations - half day (four hours)	Cost recovery	Half day	Yes	\$ 5.09	\$ 56.00
3-18	Aged Persons Rest Centre hire - charitable organisations - full day	Cost recovery	Day	Yes	\$ 10.18	\$ 112.00
3 Casual Hiring - Risk Assessment Administrative Fee						
3-19	Casual hiring risk assessment administrative fee	Cost recovery	Each	Yes	\$ 5.73	\$ 63.00
3 Cemetery						
3-20	Exclusive right of burial (required for all new casket and ashes burial)	Cost recovery	Each	Yes	\$ 75.73	\$ 833.00
3-21	Exclusive right and work permit (spare)	Cost recovery	Each	Yes	\$ 75.73	\$ 833.00
3-22	Exclusive Right for restoration of old graves (includes Work Permit) – interment prior to 1971	Cost recovery	Each	Yes	\$ 28.55	\$ 314.00
3-23	Weekday interment of casket into new grave or existing grave	Cost recovery	Each	Yes	\$ 116.00	\$ 1,276.00

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 100.00	\$ 19.00	23.5%
\$ 250.00	N/A	0.0%
\$ 500.00	N/A	0.0%
\$ 7.00	N/A	0.0%
\$ 54.00	N/A	0.0%
\$ 178.00	\$ -	0.0%
\$ 297.00	\$ -	0.0%
\$ 35.00	\$ -	0.0%
\$ 11.00	\$ -	0.0%
\$ 16.00	\$ -	0.0%
\$ 35.00	\$ -	0.0%
\$ 85.00	\$ -	0.0%
\$ 35.00	\$ -	0.0%
\$ 84.00	\$ -	0.0%
\$ 167.00	\$ -	0.0%
\$ 25.00	\$ -	0.0%
\$ 56.00	\$ -	0.0%
\$ 112.00	\$ -	0.0%
By Quotation	N/A	0.0%
\$ 900.00	\$ 67.00	8.0%
\$ 900.00	\$ 67.00	8.0%
\$ 339.00	\$ 25.00	8.0%
\$ 1,380.00	\$ 104.00	8.2%

KEY THEME 1 – OUR COMMUNITY						
BUILDINGS AND PROPERTY						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)
3-24	Weekday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	Yes	\$ 36.64	\$ 403.00
3-25	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
3-26	Weekday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	Yes	\$ 36.64	\$ 403.00
3-27	Weekday interment of ashes (adult or child) - new plot	Cost recovery	Each	Yes	\$ 50.82	\$ 559.00
3-28	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
3-29	Saturday interment of casket into new grave or existing grave	Cost recovery	Each	Yes	\$172.91	\$ 1,902.00
3-30	Saturday interment of ashes (adult or child) into an existing grave or existing plot	Cost recovery	Each	Yes	\$ 50.91	\$ 560.00
3-31	Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - existing grave or plot	Cost recovery	Subsequent after the first	Yes	\$ 25.45	\$ 280.00
3-32	Saturday interment of casket, child into new grave (0-13yrs)	Cost recovery	Each	Yes	\$ 50.91	\$ 560.00
3-33	Saturday interment of ashes (adult or child) - new plot	Cost recovery	Each	Yes	\$ 71.18	\$ 783.00
3-34	Saturday interment of subsequent set of ashes interred at same time as initial set of ashes (adult or child) - new plot	Cost recovery	Subsequent after the first	Yes	\$ 35.55	\$ 391.00
3-35	Outside interment hours interment of casket - additional fee	Cost recovery	Each	Yes	\$ 87.45	\$ 962.00
3-36	Outside interment hours interment of ashes - additional fee	Cost recovery	Each	Yes	\$ 48.82	\$ 537.00
3-37	Oversize plot requested - additional fee	Cost recovery	Each	Yes	\$ 21.91	\$ 241.00
3-38	Pre-selected spare grave - additional fee	Cost recovery	Each	Yes	\$ 14.73	\$ 162.00
3-39	Pre-selected spare niche - additional fee	Cost recovery	Each	Yes	\$ 14.73	\$ 162.00
3-40	Reopen - slab removal for casket	Cost recovery	Each	Yes	\$ 37.09	\$ 408.00
3-41	Reopen - slab removal for ashes	Cost recovery	Each	Yes	\$ 18.36	\$ 202.00
3-42	Reopen for interment of ashes at the head end or foot end of a grave if feasible	Cost recovery	Each	Yes	\$ 18.36	\$ 202.00
3-43	Vault reopen	Cost recovery	Each	Yes	\$ 36.09	\$ 397.00
3-44	Work permit (required for any work conducted on site by a monumental mason)	Cost recovery	Each	Yes	\$ 18.36	\$ 202.00
3-45	Relocation within cemetery/exhumation	Cost recovery	Hour or part thereof	Yes	\$ 45.27	\$ 498.00
3-46	Reopen for vacancy confirmation (charged if not vacant)	Cost recovery	Hour or part thereof	Yes	\$ 45.27	\$ 498.00
3-47	Late interment notice for next day interment (Monday – Friday after 2pm, Saturday, Sunday, public holiday)	Cost recovery	Each	Yes	\$ 20.91	\$ 230.00
3-48	Search of cemetery records - minimum charge of \$15.00	Cost recovery	Hour or part thereof	Yes	\$ 6.09	\$ 67.00

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 435.00	\$ 32.00	7.9%
\$ 218.00	\$ 16.00	7.9%
\$ 435.00	\$ 32.00	7.9%
\$ 600.00	\$ 41.00	7.3%
\$ 300.00	\$ 20.00	7.1%
\$ 2,050.00	\$ 148.00	7.8%
\$ 600.00	\$ 40.00	7.1%
\$ 300.00	\$ 20.00	7.1%
\$ 600.00	\$ 40.00	7.1%
\$ 840.00	\$ 57.00	7.3%
\$ 420.00	\$ 29.00	7.4%
\$ 1,030.00	\$ 68.00	7.1%
\$ 575.00	\$ 38.00	7.1%
\$ 260.00	\$ 19.00	7.9%
\$ 175.00	\$ 13.00	8.0%
\$ 175.00	\$ 13.00	8.0%
\$ 441.00	\$ 33.00	8.1%
\$ 217.00	\$ 15.00	7.4%
\$ 217.00	\$ 15.00	7.4%
\$ 425.00	\$ 28.00	7.1%
\$ 218.00	\$ 16.00	7.9%
\$ 535.00	\$ 37.00	7.4%
\$ 535.00	\$ 37.00	7.4%
\$ 248.00	\$ 18.00	7.8%
\$ 72.00	\$ 5.00	7.5%

KEY THEME 1 – OUR COMMUNITY						
PARKS AND RECREATIONAL 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 S355 Committee)	Third party	Day	Yes	10%	Set by S355 Committee
4 - 2	Alma Oval - season hire (set by S355 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
4 - 6	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
4 - 15	Softball club - training (once per week)	Third party	Season	Yes	\$ 8.36	\$ 92.00
4 - 16	Soccer club – training (once per week)	Third party	Season	Yes	\$ 8.36	\$ 92.00
4 - 17	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
4 - 19	Country Rugby League - senior training	Third party	Season	Yes	\$ 32.36	\$ 356.00
4 - 20	Country Rugby League - juniors competition	Third party	Game	Yes	\$ 1.45	\$ 16.00
4 - 21	Country Rugby League - seniors competition	Third party	Game	Yes	\$ 3.18	\$ 35.00
4 Memorial Oval						
4 - 22	Broken Hill Harness Racing Club - bar canteen rental	Third party	Month	Yes	\$ 32.55	\$ 358.00
4 - 23	Broken Hill Harness Racing Club - race meetings	Third party	Night	Yes	\$ 98.73	\$ 1,086.00
4 - 24	Trials - day	Third party	Each	Yes	\$ 11.73	\$ 129.00
4 - 25	Trials - night	Third party	Each	Yes	\$ 26.91	\$ 296.00
4 - 26	Broken Hill Football League	Third party	Year	Yes	\$ 81.36	\$ 895.00
4 - 27	Central Football Club (power additional)	Third party	Year	Yes	\$ 251.27	\$ 2,764.00
4 - 28	Combined dog clubs	Third party	Day	Yes	\$ 20.91	\$ 230.00

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
Set by S355 Committee	N/A	0.0%
Set by S355 Committee	N/A	0.0%
\$ 270.00	\$ 19.00	7.6%
\$ 230.00	\$ 15.00	7.0%
\$ 70.00	\$ 5.00	7.7%
\$ 560.00	\$ 39.00	7.5%
\$ 1,000.00	\$ 77.00	8.3%
20% of gate takings or \$65.00 which ever is greater	N/A	0.0%
\$ 1,990.00	\$ 153.00	8.3%
\$ 820.00	\$ 63.00	7.7%
\$ 495.00	\$ 36.00	7.3%
\$ 415.00	\$ 31.00	7.5%
\$ 75.00	\$ 5.00	6.7%
\$ 233.00	\$ 17.00	7.3%
\$ 100.00	\$ 8.00	8.0%
\$ 100.00	\$ 8.00	8.0%
\$ 16.00	\$ 1.00	6.3%
\$ 320.00	\$ 23.00	7.2%
\$ 385.00	\$ 29.00	7.5%
\$ 17.00	\$ 1.00	5.9%
\$ 38.00	\$ 3.00	7.9%
\$ 385.00	\$ 27.00	7.0%
\$ 1,175.00	\$ 89.00	7.6%
\$ 140.00	\$ 11.00	7.9%
\$ 320.00	\$ 24.00	7.5%
\$ 970.00	\$ 75.00	7.7%
\$ 3,000.00	\$ 236.00	7.9%
\$ 250.00	\$ 20.00	8.0%

KEY THEME 1 – OUR COMMUNITY						
PARKS AND RECREATIONAL FACILITIES						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)
4 - 29	SCPAA - Silver City Show - pre-show days (4) (power additional)	Third party	Day	Yes	\$ 17.91	\$ 197.00
4 - 30	SCPAA - Silver City Show - show days (4) (power additional)	Third party	Day	Yes	\$ 88.45	\$ 973.00
SCPAA to be responsible for cleaning of showgrounds (including cost of additional bins)						
4 - 31	Casual hire	Third party	Each	Yes	10%	Set by S355 Committee
4 - 32	School carnivals - full day	Third party	Day	Yes	\$ 20.36	\$ 224.00
4 - 33	School carnivals - half day (9am-12pm or 12pm-3pm)	Third party	Day	Yes	\$ 13.73	\$ 151.00
4 - 34	Community events hire (no tickets or entry fees)	Third party	Day	Yes	\$ 33.36	\$ 367.00
4 - 35	Commercial events hire (tickets and entry fees applicable)	Third party	Day	Yes	\$ 80.00	\$873 Hire fee plus 5% ticket sales
4 - 36	Events bond (applicable to both community and commercial events)	Cost recovery	event	No	\$ -	By quotation
4 - 37	Memorial Oval - advertising	Cost recovery	Each/per year	Yes	\$ 64.09	\$ 705.00
4 Norm Fox Sporting Complex						
4 - 38	Barrier District Cricket League	Third party	Year	Yes	\$ 72.73	\$ 800.00
4 - 38	Schools hire fee	Third party	Person	Yes	\$ 0.27	\$ 3.00
4 - 39	Special events – oval hire	Third party	Day	Yes	\$ 8.82	\$ 97.00
4 - 40	Special events – oval and clubrooms	Third party	Day	Yes	\$ 25.09	\$ 276.00
4 - 41	Special events – juniors	Third party	Person	Yes	\$ 0.27	\$ 3.00
4 - 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	Yes	\$ 11.36	\$ 125.00
4 Picton Sportsground						
4 - 44	Oval - day hire (set by S355 Committee)	Third party	Day	Yes	10%	Set by S355 Committee
4 - 45	Season hire (set by S355 Committee)	Third party	Season	Yes	10%	Set by S355 Committee
4 BIU Band Hall						
4 - 46	BIU Band Inc	Third party	Year	Yes	\$ 61.82	\$ 680.00
4 - 47	Broken Hill Civic Orchestra	Third party	Night	Yes	\$ 3.27	\$ 36.00
4 - 48	Hire fee (9am - 12pm)	Third party	Each	Yes	\$ 32.55	\$ 358.00
4 - 49	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
4 - 51	Hire fee - prior day access (minimum two hours)	Third party	Hour	Yes	\$ 2.82	\$ 31.00
4 O'Neill Tennis Club						
4 - 52	Seniors	Third party	Year	Yes	10%	\$ 88.00
4 - 53	Concessions	Third party	Year	Yes	10%	\$ 55.00
4 - 54	Family (2 Adults & 2 Children)	Third party	Year	Yes	10%	\$ 220.00

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 210.00	\$ 13.00	6.2%
\$ 1,050.00	\$ 77.00	7.3%
Set by S355 Committee		
\$ 240.00	\$ 16.00	6.7%
\$ 165.00	\$ 14.00	8.5%
\$ 395.00	\$ 28.00	7.1%
\$939 Hire fee plus 5% ticket sales	\$ 66.00	7.0%
By quotation	N/A	0.0%
\$ 760.00	\$ 55.00	7.2%
\$ 1,500.00	\$ 700.00	46.7%
\$ 3.00	\$ -	0.0%
\$ 97.00	\$ -	0.0%
\$ 276.00	\$ -	0.0%
\$ 3.00	\$ -	0.0%
\$ 459.00	\$ -	0.0%
\$ 125.00	\$ -	0.0%
Set by S355 Committee		
\$ 735.00	\$ 55.00	7.5%
\$ 39.00	\$ 3.00	7.7%
\$ 385.00	\$ 27.00	7.0%
\$ 85.00	\$ 6.00	7.1%
\$ 120.00	\$ 2.00	1.7%
\$ 33.00	\$ 2.00	6.1%
Set by S355 Committee		
\$ 110.00	\$ 22.00	20.0%
\$ 77.00	\$ 22.00	28.6%
\$ 250.00	\$ 30.00	12.0%

Draft Schedule of Fees and Charges 2023/2024

KEY THEME 1 - OUR COMMUNITY						
PARKS AND RECREATIONAL FACILITIES						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)
4-55	Juniors	Third party	Year	Yes	10%	\$ 27.50
4-56	Associate Members	Third party	Year	Yes	10%	\$ 27.50
4-57	Court Hire	Third party	Per Player	Yes	10%	\$ 5.00
4-58	Hall Hire exc public liability (Non-Members)	Third party	Per Day	Yes	10%	\$ 400.00
4-59	Hall Hire exc public liability (Members)	Third party	Per Day	Yes	10%	\$ 130.00
4-60	Lights (Non-Members)	Third party	Hour	Yes	10%	\$ 30.00
4-61	Lights (Members)	Third party	Hour	Yes	10%	\$ 20.00
4-62	Barbecue Hire (Non-Members)	Third party	Per Day	Yes	10%	\$ 130.00
4-63	Barbecue Hire (Members)	Third party	Per Day	No	\$ -	No Charge

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 33.00	\$ 5.50	16.7%
\$ 33.00	\$ 5.50	16.7%
\$ 7.00	\$ 2.00	28.6%
\$ 450.00	\$ 50.00	11.1%
\$ 170.00	\$ 40.00	23.5%
\$ 40.00	\$ 10.00	25.0%
\$ 30.00	\$ 10.00	33.3%
\$ 150.00	\$ 20.00	13.3%
No Charge	N/A	0.0%

14 of 44

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
5 2	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 digital 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 12	Use of Council assets deposit (refundable)	Cost recovery	Each	Yes	10%	New Fee
5 Banner Poles						
5 13	Banner Pole Flag Installation	Cost recovery	Each	Yes	10%	By Quotation
5 Grant Application Assistance						
5 14	Grant application assistance fee	Cost recovery	Each	Yes	10%	By Quotation
5 15	Grant application success fee	Cost recovery	5% of grant	Yes	10%	By Quotation

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 15.00	\$ -	0%
\$ 5.00	\$ -	0%
\$ 735.00	\$ -	0%
\$ 250.00	\$ -	0%
12% commission on sales	N/A	0%
\$ 475.00	\$ -	0%
No Charge	N/A	0%
\$ 200.00	\$ 50.00	33%
By Quotation	N/A	0%
By Quotation	N/A	0%
\$ 120.00	\$ 10.00	9%
\$ 1,000.00	N/A	0%
By Quotation	N/A	0%
By Quotation	N/A	0%
By Quotation	N/A	0%

KEY THEME 2 - OUR ECONOMY						
EVENTS AND CONFERENCES						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (Inc GST)
6	Civic Centre					
1	Organised conference - full package	Market price	Each	Yes	10%	POA
2	Full Civic Centre hire	Market price	8 hours	Yes	\$ 200.00	\$ 2,200.00
3	Auditorium per day - 8 hours	Market price	8 hours	Yes	\$ 120.00	\$ 1,320.00
4	Auditorium half hall per day - 8 hours	Market price	8 hours	Yes	\$ 70.45	\$ 775.00
5	Auditorium per hour	Market price	Hour	Yes	\$ 18.18	\$ 200.00
6	Auditorium half hall per hour	Market price	Hour	Yes	\$ 16.82	\$ 185.00
7	Community, charity and not for profit	Market price	Per hire fee	Yes	10%	30% Discount
8	Government incl Schools	Market price	Per hire fee	Yes	10%	10% Discount
9	Chips Rafferty Function Room (Ground Floor) per day - 8 hours	Market price	8 hours	Yes	\$ 25.45	\$ 280.00
10	Chips Rafferty Function Room (Ground Floor) half day - 4 hours	Market price	4 hours	Yes	\$ 14.55	\$ 160.00
11	Function room 2 or 3 per day - 8 hours	Market price	8 hours	Yes	\$ 28.18	\$ 310.00
12	Function room 2 or 3 half day - 4 hours	Market price	4 hours	Yes	\$ 16.18	\$ 178.00
13	Function rooms 2 and 3 per day - 8 hours	Market price	8 hours	Yes	\$ 55.45	\$ 610.00
14	Function room 2 and 3 half day - 4 hours	Market price	4 hours	Yes	\$ 30.45	\$ 335.00
15	Function room hourly rate (outside of standard hire duration)	Market price	Hour	Yes	\$ 7.27	\$ 80.00
16	Change rooms	Market price	Per room	Yes	\$ 1.82	\$ 20.00
17	Kitchen usage	Market price	Per day	Yes	\$ 23.18	\$ 255.00
18	Public holiday/weekend/night (6pm - 12am) surcharge	Market price	Per hire fee	Yes	10%	25% Surcharge
19	Surcharge Catered booking (per day)	Market price	Per day	Yes	\$ 10.45	\$ 115.00
20	Deposit to secure booking	Market price	Each	Yes	10%	25% of Quote
21	Functions extending beyond contracted finishing time (hourly fee plus labour cost)	Market price	Hour	Yes	\$ 30.00	\$ 330.00
22	Additional staff (per staff member)	Market price	Hour	Yes	\$ 5.18	\$ 57.00
23	Additional staff (per staff member) Saturday, Sunday, public holidays	Market price	Hour	Yes	\$ 7.27	\$ 80.00
24	Excess cleaning charge - Monday to Friday - 8am-6pm	Market price	Hour	Yes	\$ 7.27	\$ 80.00
25	Excess cleaning charge Saturday, Sunday, public holidays	Market price	Hour	Yes	\$ 10.45	\$ 115.00
26	Additional technical staff - Monday to Friday	Market price	Hour	Yes	\$ 8.18	\$ 90.00
27	Additional technical staff Saturday, Sunday, public holidays	Market price	Hour	Yes	\$ 11.36	\$ 125.00
28	Setup outside venue	Market price	Hour	Yes	\$ 5.18	\$ 57.00
29	Setup outside venue (outside business hours)	Market price	Hour	Yes	\$ 7.27	\$ 80.00
30	Merchandise sales	Market price	Event	Yes	10%	10% Gross
31	Follow Spot	Cost recovery	Booking	Yes	10%	90 + operator hourly cost
32	Dancefloor	Cost recovery	Booking	Yes	10%	\$114.00
33	Civic Centre bar - commercial	Market price	Per event	Yes	10%	100% sales to Civic Centre
34	Civic Centre bar - not-for-profit	Cost recovery	Per event	Yes	10%	50% profit to Civic Centre 50% profit to not-for-profit organisation
35	Civic Centre Liquor Licence (off premise)	Market price	Each	Yes	10%	New Fee
36	Breakages	Market price	Each	Yes	10%	Actual Cost

Draft Schedule of Fees and Charges 2023/2024

2023/24 CHANGES		
2023/24 Fees (Inc GST)	\$ Change	% Change
POA	N/A	0%
\$ 2,380.00	\$ 180.00	8%
\$ 1,425.00	\$ 105.00	8%
\$ 900.00	\$ 125.00	16%
\$ 275.00	\$ 75.00	38%
\$ 250.00	\$ 65.00	35%
25% Discount	N/A	0%
10% Discount	N/A	0%
\$ 400.00	\$ 120.00	43%
\$ 350.00	\$ 190.00	119%
\$ 450.00	\$ 140.00	45%
\$ 400.00	\$ 222.00	125%
\$ 650.00	\$ 40.00	7%
\$ 550.00	\$ 215.00	64%
\$ 88.00	\$ 8.00	10%
\$ 20.00	\$ -	0%
\$ 275.00	\$ 20.00	8%
25% Surcharge	N/A	0%
\$ 125.00	\$ 10.00	9%
25% of Quote	N/A	0%
\$ 330.00	\$ -	0%
\$ 57.00	\$ -	0%
\$ 80.00	\$ -	0%
\$ 80.00	\$ -	0%
\$ 115.00	\$ -	0%
\$ 90.00	\$ -	0%
\$ 125.00	\$ -	0%
\$ 57.00	\$ -	0%
\$ 80.00	\$ -	0%
10% Gross	N/A	0%
90 + operator hourly cost	N/A	0%
\$ 114.00	\$ -	0%
100% sales to Civic Centre	N/A	0%
50% profit to Civic Centre 50% profit to not-for-profit organisation	N/A	0%
\$ 206.00	N/A	0%
Actual Cost	N/A	0%

16 of 44

Draft Schedule of Fees and Charges 2023/2024

KEY THEME 2 - OUR ECONOMY						
EVENTS AND CONFERENCES						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (Inc GST)
6 - 37	Three phase power - external connection only	Market price	Per day	Yes	10%	At cost plus 12.5%
6 - 38	Laptop computer (own Laptop)	Market price	Per day	Yes	\$ 5.00	\$ 55.00
6 - 39	In-house AV System	Market price	Per day	Yes	\$ 5.00	\$ 55.00
6 - 40	Special external equipment hire (includes administration fee)	Market price	Per event	Yes	10%	Actual Cost plus 12.5%
6 - 41	Streaming/data upload	Market price	Per day	Yes	\$ 9.09	\$ 100.00
6 - 42	Portable Conferencing Unit	Market price	Hour	Yes	\$ 5.00	\$ 55.00
6 - 43	Smoke machine	Market price	Session	Yes	\$ 4.09	\$ 45.00
6 - 44	Steinway piano	Market price	Booking	Yes	\$ 25.00	\$ 275.00
6 - 45	Tea and coffee service per person (minimum 10 people)	Cost recovery	Booking	Yes	\$ 12.50	\$ 137.50
6 - 46	Biscuits per person (minimum 10 people)	Cost recovery	Booking	Yes	\$ 20.00	\$ 220.00
6 - 47	Juice per person (minimum 10 people)	Cost recovery	Booking	Yes	10%	POA
6 - 48	Plate Up Kitchen	Cost recovery	Booking	Yes	10%	POA
6 - 49	Box Office Set Up	Cost recovery	Cost recovery	Yes	\$ 10.36	\$ 114.00
6 - 50	Ticket commission Council venue	Market price	Ticket	Yes	10%	10% of ticket price
6 - 51	Ticket commission non Council venue	Market price	Ticket	Yes	10%	12% of ticket price
6 - 52	Ticket commission Not for Profit Organisation	Market price	Ticket	Yes	10%	5% of ticket price
6 - 53	Ticket printing fee	Cost recovery	Ticket	Yes	10%	\$2.00
6 - 54	Set Up & Design Window Projection - standard still images - Civic Centre Only	Market Display	Display	Yes	10%	\$180.00
6 - 55	Set up & Design Window Projection - standard still images - Civic Centre and THF	Market Display	Display	Yes	10%	\$270.00
6 - 56	Set Up & Design Window Projection - video/moving images - Civic Centre Only	Market Display	Display	Yes	10%	\$360.00
6 - 57	Running Cost Window Projection - Civic Centre Only	Market Display	Display	Yes	10%	\$285.00
6 - 58	Running Cost Window Projection - Civic Centre & THF	Market Display	Display	Yes	10%	\$342.00
6 - 59	Stage risers	Cost recovery	Booking	Yes	10%	New Fee
6 - 60	Catering	Cost recovery	Booking	Yes	10%	New Fee
6 - 61	Security	Cost recovery	Booking	Yes	10%	New Fee
6 - 62	Complimentary ticket fee	Cost recovery	Ticket	Yes	10%	New Fee

2023/24 CHANGES		
2023/24 Fees (Inc GST)	\$ Change	% Change
At cost plus 12.5%	N/A	0%
\$ 55.00	\$ -	0%
\$ 55.00	\$ -	0%
Actual Cost plus 12.5%	N/A	0%
\$ 100.00	\$ -	0%
\$ 55.00	\$ -	0%
\$ 45.00	\$ -	0%
\$ 275.00	\$ -	0%
\$ 3.50	-\$ 134.00	-97%
\$ 1.50	-\$ 218.50	-99%
\$ 1.50	N/A	0%
\$ 1.50	N/A	0%
\$ 114.00	\$ -	0%
10% of ticket price	N/A	0%
12% of ticket price	N/A	0%
5% of ticket price	N/A	0%
\$ 2.00	\$ -	0%
\$ 180.00	\$ -	0%
\$ 270.00	\$ -	0%
\$ 360.00	\$ -	0%
\$ 285.00	\$ -	0%
\$ 342.00	\$ -	0%
\$ 20.00	N/A	0%
Actual Cost plus 12.5%	N/A	0%
Actual Cost plus 12.5%	N/A	0%
\$ 2.50	N/A	0%

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						
1	Landing and Passenger Charges: Regular Passenger Transport (RPT) operators that operate on a set timetable regularly landing in Broken Hill more than twice in one week and where Airport facilities are made available to the operator and its passengers, including counter and baggage handling facilities.						
7	2	RPT Passenger Charges (arriving and departing). Special arrangements may apply by Council Resolution.	Cost Recovery	Person	Yes	10%	Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)
7	3	Up to 2500kg maximum take-off weight (MTOW) - account	Cost recovery	per landing	Yes	\$ 1.73	\$ 19.00
7	4	2501kg to 5000kg maximum take-off weight (MTOW) - account	Cost recovery	per tonne	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	10%	Set by AAA
7	8	Military helicopters	Cost recovery	per tonne	Yes	10%	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
7	11	Aircraft performing circuits - one landing fee per three touchdowns or part thereof - Landings must be on the same day	Community service	Three landings	Yes	10%	Aircraft performing circuits – one landing fee per three touchdowns or part thereof. Landings must be on the same day
7	12	Aircraft deployed by Emergency Services (excl RFDS) responding to emergency	Community service	per tonne	No	\$ -	No Charge
7	13	Aircraft deployed by Little Wings for medical patient transport	Community service	per tonne	No	\$ -	No Charge
7	14	Aircraft deployed by Angel Flight for medical patient transport	Community service	per tonne	No	\$ -	No Charge
7	15	Hire of pilots meeting room (minimum for two hours)	Community service	per hour	Yes	\$ 3.45	\$ 38.00

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
	\$ -	0%
Arrangement for Rex fees to be covered under Partnership agreement (Commercial in confidence)	N/A	0%
\$ 20.00	\$ 1.00	5%
\$ 20.00	\$ 1.00	5%
\$ 35.00	\$ 2.50	8%
\$ 52.00	\$ 3.50	7%
Set by AAA	N/A	0%
Set by AAA	N/A	0%
33% of Fee	N/A	0%
33% of Fee	N/A	0%
Aircraft performing circuits – one landing fee per three touchdowns or part thereof. Landings must be on the same day	N/A	0%
No Charge	N/A	0%
No Charge	N/A	0%
No Charge	N/A	0%
\$ 40.00	\$ 2.00	5%

KEY THEME 2 - OUR ECONOMY						
AIRPORT						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)
16	Airport Reporting Officer supervision airside	Cost recovery	per hour	Yes	\$ 11.82	\$ 130.00
17	Airport Reporting Officer supervision airside outside normal operating hours, weekends, public holidays	Cost recovery	per hour	Yes	\$ 23.64	\$ 260.00
18	Royal Flying Doctor Service	Community service	per tonne	Yes	10%	50% of Fee
19	Annual Landing Fee for GA Aircraft under 2500kg MTOW for Broken Hill LGA Residents. Unlimited Landings (Private Use Only)	Cost recovery	Year	Yes	\$ 18.18	\$ 200.00
7 Aircraft Parking Area						
20	Aircraft parking allotments – exclusive of landing fees	Cost recovery	Month	Yes	\$ 4.41	\$ 48.50
21	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)						
22	Permanent space (per space)	Cost recovery	Month	Yes	\$ 6.23	\$ 68.50
23	Casual space (per space)	Cost recovery	Day	Yes	\$ 0.95	\$ 10.50
7 Car Parking (Unsecured parking in Public car park)						
24	First Three Hours	Cost recovery	Per Period	No	\$ -	Free
25	Three to Five Hours	Cost recovery	Per Period	Yes	\$ 0.59	\$ 6.50
26	Five plus hours	Cost recovery	Per Day	Yes	\$ 0.95	\$ 10.50
27	Two plus Days	Cost recovery	Per Period	Yes	10%	\$10 first day \$6 for each subsequent day
28	Long Term Permit	Cost recovery	Per annum	Yes	\$ 52.27	\$ 575.00
7 Airport Terminal Building Advertising - External (Must be tourism linked)						
29	Signage 2.4m x 1.2m	Market price	Year	Yes	10%	POA

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 135.00	\$ 5.00	4%
\$ 270.00	\$ 10.00	4%
50% of Fee	N/A	0%
\$ 220.00	\$ 20.00	10%
\$ 51.00	\$ 2.50	5%
\$ 85.00	\$ 4.00	5%
\$ 72.00	\$ 3.50	5%
\$ 11.00	\$ 0.50	5%
Free	N/A	0%
\$ 6.50	\$ -	0%
\$ 10.50	\$ -	0%
\$10 first day \$6 for each subsequent day	N/A	0%
\$ 575.00	\$ -	0%
POA	N/A	0%

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 16 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	\$ 63.00
8 WILLYAMA COMMON						
8 Pounding and Impounding						
8 14	Driving fee	Cost recovery	Beast	No	\$ -	\$ 20.00
8 15	Impoundment fee	Cost recovery	Beast	No	\$ -	\$ 30.00
8 16	Release fee	Cost recovery	Beast	No	\$ -	\$ 30.00
8 17	Deterrent fee	Cost recovery	Beast	No	\$ -	\$ 40.00
8 18	Total cost per beast \$110.00 - one beast represents one horse or cow and equivalent to ten sheep or goats	Cost recovery	Beast	No	\$ -	\$ 110.00
8 19	Sustenance fee	Cost recovery	Beast	Yes	10%	Actual Cost

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 10.00	\$ 4.00	67%
\$ 7.00	\$ 1.00	17%
No Charge	N/A	0%
\$ 22.00	\$ -	0%
\$ 22.00	\$ -	0%
\$ 18.00	\$ -	0%
\$ 12.00	\$ 2.00	20%
\$ 5.00	\$ -	0%
\$ 50.00	\$ -	0%
\$120 plus entry fee for each attendee	\$ 2.00	2%
\$291 plus entry fee for each attendee	\$ 4.00	1%
\$580 plus entry fee for each attendee	\$ 3.00	1%
By Quotation	N/A	0%
\$ 20.00	\$ -	0%
\$ 30.00	\$ -	0%
\$ 30.00	\$ -	0%
\$ 40.00	\$ -	0%
\$ 110.00	\$ -	0%
Actual Cost	N/A	0%

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						
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	
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 an estimated 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
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 an estimated 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

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 129.00	\$ -	0.0%
\$198.00 plus \$3.00 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000	N/A	0.0%
\$412.00 plus \$3.64 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$50,000	N/A	0.0%
\$1,356.00 plus \$2.34 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000	N/A	0.0%
\$2,041.00 plus \$1.64 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000	N/A	0.0%
\$3,058.00 plus \$1.44 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million	N/A	0.0%

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	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
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

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$18,565.00 plus \$1.19 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million	N/A	0.0%
\$333.00 for one advertisement, plus \$93.00 for each additional advertisement	N/A	0.0%
\$ 532.00	\$ -	0.0%
\$777.00 plus \$65.00 for each additional lot created by subdivision	N/A	0.0%
\$386.00 plus \$53.00 for each additional lot created by subdivision	N/A	0.0%
\$386.00 plus \$65.00 for each additional lot created by subdivision	N/A	0.0%
\$ 333.00	\$ -	0.0%
\$164.00 payable to Council, plus \$374.00 payable to approval body	N/A	0.0%

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)
15	Additional fee for DA for development requiring concurrence, other than if concurrence is assumed under <i>Environmental Planning and Assessment Regulation 2021</i> , section 55	Statutory	Each	No	\$ -	\$164.00 payable to Council, plus \$374.00 payable to concurrence body
16	Additional fee for DA for designated development	Statutory	Each	No	\$ -	\$ 1,076.00
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
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
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
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
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
22	DA fee - lodgement of plans at Essential Water	Cost recovery	Each	Yes	10%	\$92.40 plus Essential Water Fee
23	Amendment of Local Environmental Plan (LEP) (including rezoning)	Statutory	Each	No	\$ -	\$5,105.00 plus Actual Cost
Fees for modification of development consents—other than State significant development						
24	Modification application under s4.55(1) - minor error, misdescription or miscalculation	Statutory	Each	No	\$ -	\$ 83.00
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

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$164.00 payable to Council, plus \$374.00 payable to concurrence body	N/A	0.0%
\$ 1,076.00	\$ -	0.0%
\$ 3,508.00	\$ -	0.0%
\$ 2,596.00	\$ -	0.0%
\$ 1,292.00	\$ -	0.0%
\$ 1,292.00	\$ -	0.0%
\$ 150.00	\$ -	0.0%
\$92.40 plus Essential Water Fee	N/A	0.0%
\$5,105.00 plus Actual Cost	N/A	0.0%
\$ 83.00	\$ -	0.0%
Lesser of \$754.00 OR 50% of fee for original application	N/A	0.0%

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)
10-26	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
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

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
50% of fee for original application	N/A	0.0%
\$ 222.00	\$ -	0.0%
\$ 64.00	\$ -	0.0%
\$99.00, plus \$1.50 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000	N/A	0.0%
\$585.00, plus \$0.85 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000	N/A	0.0%
\$833.00, plus \$0.50 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000	N/A	0.0%

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)
10-32	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
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	\$ -	\$ 778.00
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

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$1,154.00, plus \$0.40 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million	N/A	0.0%
\$5,540.00, plus \$0.27 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million	N/A	0.0%
\$ 778.00	\$ -	0.0%
\$ 889.00	\$ -	0.0%
\$ 3,508.00	\$ -	0.0%
50% of fee for original DA	N/A	0.0%
\$ 222.00	\$ -	0.0%
\$ 64.00	\$ -	0.0%
\$100.00, plus \$1.50 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000	N/A	0.0%

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)
10-41	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
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 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
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					

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$585.00, plus \$0.85 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000	N/A	0.0%
\$833.00, plus \$0.50 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000	N/A	0.0%
\$1,154.00, plus \$0.40 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million	N/A	0.0%
\$5,540.00, plus \$0.27 for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million	N/A	0.0%
\$ 64.00	\$ -	0.0%
\$ 175.00	\$ -	0.0%
\$ 292.00	\$ -	0.0%

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)
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
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	Application for a Construction Certificate relating to a Category 1 building	Market price	Each	Yes	\$ 40.00	\$ 440.00
10	Application for a Complying Development Certificate relating to a Category 1 building	Market price	Each	Yes	\$ 50.00	\$ 550.00
10	Appointment of Council as Principal Certifier for development relating to a Category 1 building	Market price	Each	Yes	\$ 15.00	\$ 165.00
10	Application for an Occupation Certificate relating to a Category 1 building	Market price	Each	Yes	\$ 15.00	\$ 165.00
10	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	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
10	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	Application for a Construction Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 70.00	\$ 770.00
10	Application for a Complying Development Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 90.00	\$ 990.00
10	Appointment of Council as Principal Certifier for development relating to a Category 2 building	Market price	Each	Yes	\$ 20.00	\$ 220.00
10	Application for an Occupation Certificate relating to a Category 2 building	Market price	Each	Yes	\$ 20.00	\$ 220.00
10	Critical Stage inspection of Category 2 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 11.00	\$ 121.00

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 710.00	\$ 50.00	7.6%
\$ 946.00	\$ 66.00	7.5%
\$ 473.00	\$ 33.00	7.5%
\$ 591.00	\$ 41.00	7.5%
\$ 177.00	\$ 12.00	7.3%
\$ 177.00	\$ 12.00	7.3%
\$ 130.00	\$ 9.00	7.4%
Certification Work Category 2: A new class 1 building not involving any performance solutions		
\$ 1,419.00	\$ 99.00	7.5%
\$ 1,656.00	\$ 116.00	7.5%
\$ 828.00	\$ 58.00	7.5%
\$ 1,064.00	\$ 74.00	7.5%
\$ 237.00	\$ 17.00	7.7%
\$ 237.00	\$ 17.00	7.7%
\$ 130.00	\$ 9.00	7.4%

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	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					
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
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

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 1,005.00	\$ 70.00	7.5%
\$ 1,242.00	\$ 87.00	7.5%
\$ 591.00	\$ 41.00	7.5%
\$ 828.00	\$ 58.00	7.5%
\$ 177.00	\$ 12.00	7.3%
\$ 237.00	\$ 17.00	7.7%
\$ 130.00	\$ 9.00	7.4%
\$ 1,183.00	\$ 83.00	7.5%
\$ 1,419.00	\$ 99.00	7.5%
\$ 828.00	\$ 58.00	7.5%
\$ 1,065.00	\$ 75.00	7.6%
\$ 237.00	\$ 17.00	7.7%

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)	
74	Application for an Occupation Certificate relating to a Category 4 building	Market price	Each	Yes	\$ 20.00	\$ 220.00	
75	Critical Stage inspection of Category 4 building where Council is the Principal Certifier	Market price	Each	Yes	\$ 11.00	\$ 121.00	
Certification Work Category 5: A new Class 1 dwelling AND a detached Class 10a shed/garage/carport patio, neither involving any performance solutions							
10							
76	Category 5 CC Package- Includes: 1 Construction Certificate application, and Principal Certifier appointment, and Up to 7 Critical stage inspections, and 2 Occupation certificate applications (1 for the dwelling, 1 for the outbuilding)	Market price	Each	Yes	\$ 170.00	\$ 1,870.00	
77	Category 4 CDC Package- includes: 1 Complying Development Certificate application, and Principal Certifier appointment, and Up to 7 Critical stage inspections, and 2 Occupation certificate applications (1 for the dwelling, 1 for the outbuilding)	Market price	Each	Yes	\$ 200.00	\$ 2,200.00	
78	Additional application for an Occupation Certificate relating to a Category 5 development	Market price	Each	Yes	\$ 20.00	\$ 220.00	
79	Additional critical Stage inspection of Category 5 development where Council is the Principal Certifier	Market price	Each	Yes	\$ 11.00	\$ 121.00	
Certification Work Category 6: Any development not fitting into categories 1-5. This includes: -All Class 2-9 development -Any building that involves a performance solution Note: All swimming pools require a performance solution for P2.4.4							
10							
80	Application for a Construction Certificate relating to a category 6 building	Market price	Each	Yes	\$ 400.00	\$ 4,400.00	
81	Application for a Complying Development Certificate relating to a Category 6 building	Market price	Each	Yes	\$ 550.00	\$ 6,050.00	
82	Appointment of Council as Principal Certifier for development relating to a Category 6 building	Market price	Each	Yes	\$ 100.00	\$ 1,100.00	
83	Application for an Occupation Certificate relating to a Category 6 development	Market price	Each	Yes	\$ 100.00	\$ 1,100.00	
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						

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 237.00	\$ 17.00	7.7%
\$ 130.00	\$ 9.00	7.4%
\$ 2,010.00	\$ 140.00	7.5%
\$ 2,365.00	\$ 165.00	7.5%
\$ 236.00	\$ 16.00	7.3%
\$ 130.00	\$ 9.00	7.4%
POA	N/A	0.0%
POA	N/A	0.0%
POA	N/A	0.0%
POA	N/A	0.0%
POA	N/A	0.0%

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	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 development, 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 <i>Environmental Planning and Assessment Regulation 2021</i> or s16 <i>Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021</i> for proposed class 1 or 10 development not involving a performance solution, where Council is not the certifier 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
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 where the floor area of the building or part does not exceed 200 square metres	Statutory	Each	No	\$ -	\$ 250.00

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 237.00	\$ 17.00	7.7%
POA	N/A	0.0%
\$ 144.00	\$ 10.00	7.5%
\$ 237.00	\$ 17.00	7.7%
\$ 170.00	\$ 12.00	7.6%
\$ 120.00	\$ -	0.0%
\$ 166.00	\$ -	0.0%
\$ 36.00	\$ -	0.0%
\$ 62.00	\$ -	0.0%
\$ 94.00	\$ -	0.0%
\$ 90.00	\$ -	0.0%
50% of application fee	N/A	0.0%
\$ 62.00	\$ -	0.0%
\$ 270.00	\$ 20.00	8.0%
\$ 270.00	\$ 20.00	8.0%
\$ 270.00	\$ 20.00	8.0%

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)
100	Application for Building Information Certificate relating to a class 2-9 building where 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
101	Application for Building Information Certificate relating to a class 2-9 building where 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
102	Application for a Building Information Certificate relating to a Class 2 building that comprises 2 dwellings only	Statutory	Each	No	\$ -	\$250.00
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
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 an application to Council for a Construction Certificate
105	Additional fee for Building Information Certificate where more than one inspection is necessary	Statutory	Each application	No	\$ -	\$ 90.00
10 Certificates as to Notices / Orders						
106	Application for a certificate as to whether there are any outstanding notices issued by the council in respect of land	Cost recovery	Each	No	\$ -	\$ 80.00
10 Fees for Applications under section 68 of the Local Government Act 1993						
107	Application to install manufactured home, or other moveable dwelling (includes two inspections)	Cost recovery	Each	No	\$ -	\$ 880.00
108	Additional Inspection for Manufactured home, moveable dwelling or associated structure	Cost recovery	Each	No	\$ -	\$ 121.00

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$270.00, plus \$0.50 for each square metre, or part square metre, by which the floor area exceeds 200 square metres	\$ 20.00	0.0%
\$1,253.00, plus \$0.10 per square meter, or part square metre by which the floor area exceeds 2,000 square metres	\$ 88.00	0.0%
\$ 250.00	\$ -	0.0%
The fee that would be payable if the application were a Development Application	N/A	0.0%
The fee that would be payable if the application were an application to Council for a Construction Certificate	N/A	0.0%
\$ 100.00	\$ 10.00	11.1%
\$ 80.00	\$ -	0.0%
\$ 946.00	\$ 66.00	7.5%
\$ 130.00	\$ 9.00	7.4%

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)
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
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
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
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
113	Amusement devices - small devices	Statutory	Each	No	\$ -	Exempt under cl75 Local Government (General) Regulation 2021
114	Amusement devices - application fee for approval	Cost recovery	Each	No	\$ -	\$ 54.00
115	Application to install septic system (includes registration)	Cost recovery	Each	No	\$ -	\$ 288.00
116	Application to install aerated wastewater treatment system (includes registration)	Cost recovery	Each	No	\$ -	\$ 349.00
117	Amended application to install septic or AWTS	Cost recovery	Each	No	\$ -	\$ 92.00
118	Onsite sewerage management inspections - low, medium and high categories	Cost recovery	Each	No	\$ -	\$ 123.00
119	Application to register a septic tank, AWTS, or onsite water treatment	Cost recovery	Each	No	\$ -	\$ 41.00
Swimming Pools						
120	First inspection since person became owner, or since a certificate of compliance ceased to be valid	Statutory	Each	No	\$ -	\$ 150.00
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
122	Application for exemption - S22 Swimming Pools Act 1992	Statutory	Each	No	\$ -	\$ 250.00
123	Registration - S30B Swimming Pools Act 1992	Statutory	Each	No	\$ -	\$ 10.00
124	Public pool registration fee - S35(2) Public Health Act 2010	Statutory	Each	No	\$ -	\$ 100.00
125	Public Swimming Pool Inspection - Public Health Act 2010	Cost recovery	Each	No	\$ -	\$ 90.00
126	Swimming Pool Safety signage (CPR Charts)	Cost recovery	Each	Yes	\$ 2.45	\$ 27.00
Registered Premises						
127	Food premises inspection	Cost recovery	Hour or part thereof	Yes	\$ 10.00	\$ 110.00
128	Inspection - animal establishments (including pet food shops)	Cost recovery	Each	Yes	\$ 10.00	\$ 110.00

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$100 per application and \$20 per week or part thereof	N/A	0.0%
\$ 50.00	\$ -	0.0%
\$ 50.00	\$ -	0.0%
\$ 400.00	\$ -	0.0%
Exempt under cl75 Local Government (General) Regulation 2021	N/A	0.0%
\$ 54.00	\$ -	0.0%
\$ 288.00	\$ -	0.0%
\$ 375.00	\$ 26.00	7.4%
\$ 95.00	\$ 3.00	3.3%
\$ 125.00	\$ 2.00	1.6%
\$ 45.00	\$ 4.00	9.8%
\$ 150.00	\$ -	0.0%
\$ 100.00	\$ -	0.0%
\$ 250.00	\$ -	0.0%
\$ 10.00	\$ -	0.0%
\$ 100.00	\$ -	0.0%
\$ 95.00	\$ 5.00	5.6%
\$ 29.00	\$ 2.00	7.4%
\$ 115.00	\$ 5.00	4.5%
\$ 115.00	\$ 5.00	4.5%

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	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 - Underground Petroleum Storage System (UPSS)	Cost recovery	Hour or part thereof	Yes	10%	New Fee
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
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

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 115.00	\$ 5.00	4.5%
\$ 55.00	\$ -	0.0%
\$ 115.00	\$ 5.00	4.5%
\$ 55.00	\$ -	0.0%
\$ 115.00	\$ 5.00	4.5%
\$ 115.00	\$ 5.00	4.5%
\$ 115.00	\$ 5.00	4.5%
\$ 150.00	N/A	0.0%
\$ 115.00	\$ 5.00	4.5%
\$ 100.00	\$ 26.00	35.1%
\$120 plus copying charges	\$ 10.00	0.0%
\$ 2,200.00	\$ -	0.0%
POA	N/A	0.0%
POA	N/A	0.0%

Draft Schedule of Fees and Charges 2023/2024

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	169	Surrender fee - Non-Vaccinated	Cost recovery	Each or litter	No	\$ -	New Fee
10	170	Surrender fee - Non-Chipped & Non-Vaccinated	Cost recovery	Each or litter	No	\$ -	New Fee
10	171	Microchipping fee - external agent	Cost recovery	Each	No	\$ -	\$ 20.00
10	172	Micro-chipping of companion animal by Council ranger	Community services	Each	No	\$ -	\$ 13.00
10	173	Veterinary Fees	Cost recovery	Each	No	\$ -	External veterinarian fee
10	174	Adoption fee	Cost recovery	Each	No	\$ -	\$20.00 plus registration and desexing, vaccination from an external agency
10	175	Release to rescue	Community services	Each	No	\$ -	No Charge
10	176	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

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 130.00	N/A	0.0%
\$ 190.00	N/A	0.0%
\$ 20.00	\$ -	0.0%
\$ 13.00	\$ -	0.0%
External veterinarian fee	N/A	0.0%
\$20.00 plus registration and desexing, vaccination from an external agency	N/A	0.0%
No Charge	N/A	0.0%
\$ 310.00	\$ -	0.0%

35 of 44

KEY THEME 3 - OUR ENVIRONMENT						
CULTURAL SERVICES						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)
11 Albert Kersten Mining & Minerals Museum						
11 1	Entry by 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 3	Tour Group Admission	Cost recovery	Per person	Yes	10%	New Fee
11 Broken Hill Regional Art Gallery						
11 4	Entry by donation	Community Service	Each	No	\$ -	Entry by donation
11 5	Membership - One year adult	Cost recovery	Each	Yes	\$ 3.82	\$ 42.00
11 6	Membership - Two year adult	Cost recovery	Each	Yes	\$ 6.82	\$ 75.00
11 7	Membership - One year family with children under 18 years	Cost recovery	Year	Yes	\$ 7.27	\$ 80.00
11 8	Membership - Two year family with children under 18 years	Cost recovery	Year	Yes	\$ 12.73	\$ 140.00
11 9	Membership - Student and concession	Cost recovery	Year	Yes	\$ 2.91	\$ 32.00
11 10	Membership - Two year student and concession	Cost recovery	Year	Yes	\$ 5.45	\$ 60.00
11 11	Membership - Sponsorship Package	Cost recovery	Each	Yes	10%	POA
11 12	The Pro Hart Outback Art Prize - Entry fee	Community Service	Entry	Yes	\$ 4.09	\$ 45.00
11 13	Hire Fees - Gallery photographic	Cost recovery	Each	Yes	10%	POA
11 14	Hire Fees - Piano hire (Kawai GL20 Grand Piano)	Cost recovery	Each	Yes	\$ 5.91	\$ 65.00
11 15	Hire Fees - Artist shed - community groups by application	Cost recovery	Hour	Yes	\$ 0.91	\$ 10.00
11 16	Hire Fees - Artist shed - commercial by application	Cost recovery	Hour	Yes	\$ 1.82	\$ 20.00
11 17	Hire Fees - Artist shed package	Cost recovery	Hour	Yes	10%	POA
11 18	Chair hire - Per chair	Cost recovery	Each	Yes	\$ 0.18	\$ 2.00
11 19	Hire Fees - Urn, crockery and cutlery	Cost recovery	Each	Yes	\$ 2.73	\$ 30.00
11 20	Gallery hire - Minimum 3 hours during business hours, includes one casual staff member	Cost recovery	Per hour	Yes	\$ 9.09	\$ 100.00
11 21	Gallery hire - Minimum 3 hours outside of business hours, includes one casual staff member	Cost recovery	Per hour	Yes	\$ 13.64	\$ 150.00
11 22	Gallery hire package	Cost recovery	Event	Yes	10%	POA
11 23	Sale of artwork on commission	Market price	Artwork	Yes	10%	33%
11 24	Postage on artwork freight	Cost recovery	Artwork	Yes	10%	Actual Cost
11 25	Hire Fees - Use of audio visual equipment	Cost recovery	Each	Yes	\$ 8.64	\$ 95.00

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
Entry by donation	N/A	0%
POA	N/A	0%
\$ 5.00	N/A	0%
Entry by donation	N/A	0%
\$ 42.00	\$ -	0%
\$ 75.00	\$ -	0%
\$ 80.00	\$ -	0%
\$ 140.00	\$ -	0%
\$ 32.00	\$ -	0%
\$ 60.00	\$ -	0%
POA	N/A	0%
\$ 45.00	\$ -	0%
POA	N/A	0%
\$ 65.00	\$ -	0%
\$ 20.00	\$ 10.00	100%
\$ 40.00	\$ 20.00	100%
POA	N/A	0%
\$ 2.00	\$ -	0%
POA	N/A	0%
POA	N/A	0%
33%	\$ -	0%
Actual Cost	N/A	0%
\$ 95.00	\$ -	0%

KEY THEME 3 - OUR ENVIRONMENT						
WASTE MANAGEMENT						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)
12	Waste Delivered to Broken Hill Waste Management Facility					
	Radioactive material cannot be disposed of in Broken Hill					
	Mixed waste, household waste, builders waste, mining waste excluding specific category waste listed below (minimum \$10 charge):					
12-1	Car/Station Wagon/MGB	Cost recovery	Per Load	Yes	\$ 0.91	\$ 10.00
12-2	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
12-4	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	E-Waste	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	10%	POA
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
12-23	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					
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					

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 11.00	\$ 1.00	10.0%
\$ 16.00	\$ 1.00	6.7%
\$ 21.00	\$ 1.00	5.0%
\$ 67.00	\$ 5.00	8.1%
\$ 190.00	\$ 15.00	8.6%
Free	N/A	0.0%
Free	N/A	0.0%
Free	N/A	0.0%
Free	N/A	0.0%
\$ 21.00	\$ 1.00	5.0%
\$ 21.00	\$ 1.00	5.0%
\$ 43.00	\$ 3.00	7.5%
\$ 243.00	\$ 18.00	8.0%
\$ 16.00	\$ 1.00	6.7%
\$ 21.00	\$ 1.00	5.0%
\$ 39.00	\$ 3.00	8.3%
Free	N/A	0.0%
POA	N/A	0.0%
\$ 500.00	\$ 35.00	7.5%
\$ 595.00	\$ 46.00	8.4%
\$ 11.00	\$ 1.00	10.0%
\$ 16.00	\$ 1.00	6.7%
\$ 27.00	\$ 2.00	8.0%
\$ 445.00	\$ 31.00	7.5%
\$ 86.00	\$ 6.00	7.5%
\$ 63.00	\$ 5.00	8.6%
\$ 29.00	\$ 2.00	7.4%
\$ 8.00	\$ 1.00	14.3%
\$ 350.00	\$ 24.00	7.4%
\$ 79.00	\$ 6.00	8.2%
\$ 25.00	\$ 2.00	8.7%
\$ 25.00	\$ 2.00	8.7%

KEY THEME 3 - OUR ENVIRONMENT						
WASTE MANAGEMENT						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)
12-33	Garbage removal - Domestic Administration S496	Cost recovery	Year	No	\$ -	\$ 53.00
12-34	Garbage removal - Domestic per bin S502	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) - 1.5m ³	Cost recovery	Service	Yes	\$ 5.18	\$ 57.00
12-41	Trade Waste - Trade Waste Service (Single Bin) - 2m ³	Cost recovery	Service	Yes	\$ 5.45	\$ 60.00
12-42	Trade Waste - Trade Waste Service (Single Bin) - 3m ³	Cost recovery	Service	Yes	\$ 5.82	\$ 64.00
12-43	Trade Waste - Trade Waste Service (Multiple Bins) - 1.5m ³	Cost recovery	Service	Yes	\$ 4.64	\$ 51.00
12-44	Trade Waste - Trade Waste Service (Multiple Bins) - 2m ³	Cost recovery	Service	Yes	\$ 5.18	\$ 57.00
12-45	Trade Waste - Trade Waste Service (Multiple Bins) - 3m ³	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
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) - 2m ³	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

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 57.00	\$ 4.00	7.5%
\$ 325.00	\$ 24.00	8.0%
\$ 480.00	\$ 33.00	7.4%
\$ 440.00	\$ 29.00	7.1%
\$ 440.00	\$ 29.00	7.1%
\$ 170.00	\$ 11.00	6.9%
\$ 725.00	\$ 51.00	7.6%
\$ 60.00	\$ 3.00	5.3%
\$ 65.00	\$ 5.00	8.3%
\$ 69.00	\$ 5.00	7.8%
\$ 55.00	\$ 4.00	7.8%
\$ 61.00	\$ 4.00	7.0%
\$ 65.00	\$ 5.00	8.3%
\$ 8.00	\$ 1.00	14.3%
\$ 230.00	\$ 17.00	8.0%
\$ 300.00	\$ 22.00	7.9%
\$ 70.00	\$ 5.00	7.7%
\$ 82.00	\$ 6.00	7.9%
\$ 37.00	\$ 2.00	5.7%
\$ 50.00	\$ 3.00	6.4%
\$ 55.00	\$ 4.00	7.8%
\$ 130.00	\$ 8.00	6.6%
\$ 3,850.00	\$ 293.00	8.2%
\$ 2,300.00	\$ 172.00	8.1%
By Quotation	N/A	0.0%
\$ 1,640.00	\$ 121.00	8.0%
\$ 140.00	\$ 11.00	8.5%
\$ 2,080.00	\$ 152.00	7.9%
\$ 420.00	\$ 29.00	7.4%

Draft Schedule of Fees and Charges 2023/2024

KEY THEME 3 - OUR ENVIRONMENT						
WASTE MANAGEMENT						
Item No	Particulars	Pricing Policy ID	Basis	GST Y/N	GST	2022/23 Fees (inc GST)
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
63	MGB Replacement Charge (for loss or damage by ratepayer), including delivery - complete unit	Cost recovery	Service	Yes	\$ 6.64	\$ 73.00
64	MGB Additional Service Charge	Cost recovery	Service	Yes	10%	\$ 27.00

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 83.00	\$ 6.00	7.8%
\$ 79.00	\$ 6.00	8.2%
\$ 30.00	\$ 3.00	11.1%

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	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 information 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
Note: Reductions as provided Sections 65 and 66; Refunds as provided Section 86; Advanced Deposits as provided Section 71 of the GIPA Act						
13	Facsimile, Photocopier, Printer and Scanner Fees					
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
13 - 13	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
13 - 17	Printing Fee: A3 - Colour	Cost recovery	Page	Yes	\$ 0.36	\$ 4.00
13 - 18	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
13	Rates (Properties)					
13 - 21	Section 603 Certificate	Statutory	Each	No	\$ -	\$ 90.00
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

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 30.00	\$ -	0.0%
\$ 30.00	\$ -	0.0%
\$ 30.00	\$ -	0.0%
Up to 50% of estimated processing fee	N/A	0.0%
\$ 40.00	\$ -	0.0%
No charge	N/A	0.0%
\$ 1.00	\$ -	0.0%
\$ 2.00	\$ -	0.0%
\$ 1.00	\$ -	0.0%
\$ 1.00	\$ -	0.0%
\$ 2.00	\$ -	0.0%
\$ 3.00	\$ -	0.0%
\$ 4.00	\$ -	0.0%
\$ 1.00	\$ -	0.0%
\$ 2.00	\$ -	0.0%
\$ 3.00	\$ -	0.0%
\$ 4.00	\$ -	0.0%
\$ 2.00	\$ -	0.0%
\$ 1.00	\$ -	0.0%
\$ 11.00	\$ 0.50	4.8%
\$ 95.00	\$ 5.00	5.6%
\$ 60.00	\$ 5.00	9.1%
\$ 85.00	\$ 9.00	11.8%
\$85 plus LPI Search Fee	\$ 10.00	0.0%
\$ 70.00	\$ 4.00	6.1%
9%	\$ 0.03	50.0%
\$ 20.00	\$ 3.00	17.6%
\$ 20.00	\$ 3.00	17.6%

Draft Schedule of Fees and Charges 2023/2024

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 - 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	\$ 149.64	\$ 1,646.00
13 - 32	Debt Recovery	Cost recovery	Each	No	\$ -	Actual Cost
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

2023/24 CHANGES		
2023/24 Fees (inc GST)	\$ Change	% Change
\$ 30.00	\$ 2.00	7.1%
\$ 25.00	\$ 3.00	13.6%
Actual Cost	N/A	0.0%
Actual Cost	N/A	0.0%
\$ 405.00	\$ 30.00	8.0%
\$ 60.00	\$ 5.00	9.1%
Actual Cost	N/A	0.0%
Actual Cost	N/A	0.0%

41 of 44

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	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	\$ -	No charge
14	14	Multi x 10	Third Party	10	Yes	\$ 4.27	\$ 47.00
14	15	Multi 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
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	Carnivals - Swimming Club (25m or 50m pool) - does not include Entry Fee	Third Party	Per Day	No	\$ -	No charge

2023/24 CHANGES		
2023/24 Fees (Inc GST)	\$ Change	% Change
\$ 5.50	\$ 0.40	7.8%
\$ 8.80	\$ 0.60	7.3%
\$ 7.10	\$ 0.50	7.6%
No change	N/A	0.0%
\$ 22.00	\$ 1.50	7.3%
\$ 5.50	\$ 0.50	10.0%
\$ 2.80	\$ 0.20	7.7%
\$ 5.50	\$ 0.50	10.0%
\$ 17.10	\$ 1.10	6.9%
\$ 51.90	\$ 3.40	7.0%
\$ 13.40	\$ 0.90	7.2%
\$ 11.30	\$ 0.80	7.6%
No charge	N/A	0.0%
\$ 50.00	\$ 3.00	6.4%
\$ 91.00	\$ 6.00	7.1%
\$ 47.00	\$ 3.00	6.8%
\$ 86.00	\$ 6.00	7.5%
No charge	N/A	0.0%
\$ 53.00	\$ 3.00	6.0%
\$ 33.00	\$ 2.50	8.2%
No charge for First Lane. Fee applies to additional lane only	N/A	0.0%
No charge	N/A	0.0%
\$270.00 first hour and \$160.00 each additional hour	\$ 18.00	7.1%
\$270.00 first hour and \$160.00 each additional hour	\$ 18.00	7.1%
No charge	N/A	0.0%

Draft Schedule of Fees and Charges 2023/2024

BROKEN HILL REGIONAL AQUATIC CENTRE						
26	Carnivals - Schools (25m or 50m pool) during school hours - does not include Entry Fee	Third Party	Per Day	No	\$ -	No charge

2023/24 CHANGES		
No charge	N/A	0.0%



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EXTRAORDINARY MEETING OF THE COUNCIL

May 17, 2023

ITEM 2BROKEN HILL CITY COUNCIL REPORT NO. 93/23SUBJECT: DRAFT LONG TERM FINANCIAL PLAN 2024-2033 D23/24707**Recommendation**

1. That Broken Hill City Council Report No. 93/23 dated May 17, 2023, be received.
2. That Council endorse the Draft Long Term Financial Plan 2024-2033 for public exhibition.
3. That that Draft Long Term Financial Plan 2024-2033 be placed on public display for 28 days in accordance with legislation.

Executive Summary:

Council faces several challenges in terms of financial sustainability. Our Council administers the largest regional centre in the western half of New South Wales.

Based on Council's most recent economic and data projections, Council is estimating that between 2023 and 2046, the population for Broken Hill City is forecast to increase by 197 persons (1.10% growth), at an average annual change of 0.10%.

Whilst this information is based on the current state of play, with the looming commencement of major mining and renewable industries along with Council economic growth plan, Council is boldly predicting and planning for City growth much larger. 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 growing 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 break-even 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

- Break-even projected for 2024
- asset renewals projected at a rate greater than 110% over the planning period
- expectation of continued efficiencies
- Expenditure reductions through 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 2023/24 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.

Report:

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

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

A Long Term Financial Plan provides a framework in which a council can assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan. It also:

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

The Long Term Financial Plan includes:

- projected income and expenditure
- balance sheet

- cash flow statement
- planning assumptions used to develop the plan
- 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 break-even result 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 2023/24 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 current financial climate, 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.

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:

- Break even result in 2024.
- Maintain Council's current permanent workforce.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks (such as an International Finance Crisis).
- 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 2024 and 2025.

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

SCENARIO 2 – Decreased Rate Peg

This scenario follows the same assumptions as the 'Balanced Scenario' but assumes the 2024 rate peg of 3.7% is decreased to 2.5% for 2025 and beyond.

This model does not alter Council's breakeven point of 2024 however sees Council slip back into deficit in 2025 due to the combined effect of the additional cost of Council elections and inflation. If the assumptions of this model come to be, a deficit would be expected in 2025 approximately equal to the cost of the election.

Key Aspects of this Scenario are:

- Breakeven 2024.
- Deficit in 2025
- Surplus for 2026 onwards.

SCENARIO 3 – Continued High inflation with reduced rate peg

This scenario is based on the same expenditure assumptions in line with the previous two scenarios, however, Rates revenue is projected using the standard forecast 2.5% rate peg as advised by IPART but with inflation at 5% until 2027. As you will see below, this pushes Council's return to surplus back to 2028 and puts Council in a high-risk cash position for the immediate future.

Key Aspects to this Scenario

- Breakeven pushed back to 2028
- Borrowings remain the same.
- Some key financial ratios & OLG benchmarks will not be met in the short term.

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 financial management, the Council will be able to rebuild its reserves, continue to deliver quality services to the community and replace and renew assets now and into the future, ensuring the same level of service for each generation.

Community Engagement:

The Long-Term Financial Plan will be placed on public display for 28 days following the outcome of this meeting.

Strategic Direction:

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

Relevant Legislation:

The LTFP must contain the essential elements as outlined in the IP&R Guidelines:

Must be used to inform the decision-making during the 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.

Attachments

1. [↓](#) Long Term Financial Plan

SIMON BROWN
CHIEF FINANCIAL OFFICER

JAY NANKIVELL
GENERAL MANAGER



**DRAFT LONG TERM
FINANCIAL PLAN
2024-2033**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

QUALITY CONTROL		
KEY DIRECTION	4. Our Leadership	
OBJECTIVE	4.1 Openness and transparency in decision making	
STRATEGY	4.1.1 Support the organisation to operate within its legal framework	
FUNCTION	Financial Management	
FILE REFERENCE		EDRMS NUMBER
RESPONSIBLE OFFICER	Chief Financial Officer	
REVIEW DATE	June 2024	
ORGANISATION	Broken Hill City Council	
PHONE NUMBER	08 8080 3300	
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au	
DATE	ACTION	MINUTE NO.
May 2023	Document Developed	N/A
25 May 2023	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 2023/2024 Draft Schedule Fees and Charges 2023/2024	



TABLE OF CONTENTS

MESSAGE FROM YOUR MAYOR.....	4
Overview	5
Financial position	7
Financial principles and assumptions.....	9
Assumptions.....	10
OUR PROGRESS TOWARDS FINANCIAL SUSTAINABILITY	12
Improving our financial Position FURTHER	20
Scenarios and sensitivity.....	22
Measuring performance	34
CONCLUSION	37

INTRODUCTION

MESSAGE FROM YOUR MAYOR

Council is aiming to break even in the 2023/24 financial year as it implements adjustments in line with the Long Term Financial Plan presented to you within.

Our financial modelling has been impacted by a series of factors we cannot control such as inflation and increased costs for goods and services, however with strong fiscal management Council is able to ensure the City mitigates the continual budget deficits with our first break even budget presented for many years.

In an effort to limit the burden on ratepayers, Council's rate increase continues to be no higher than the rate peg. However, as operational costs have increased beyond this amount, Council will again be forced to focus on finding internal efficiencies and more cost-effective methods of service delivery in the years ahead.

Ongoing reviews of assets also continue to unearth significant costs to renew and maintain ageing plant, buildings, and other infrastructure at a level that outpaces their deterioration.

Council must continue to 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 that could see the city's population grow to 19,200 by the year 2025.

Although population growth 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 such as the new library, airport upgrades, new netball courts, and upgrades to the O'Neill Sporting Complex.

Our ongoing commitment to long term 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.

Although we currently find ourselves in a difficult financial environment as a Council, Broken Hill is entering a period of significant growth and development and I feel privileged to be Mayor at this exciting time.

Our city's future remains bright and I look forward to joining my fellow Councillors in working with staff to further 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 2023/24 to 2032/33. 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 2040 Community Strategic Plan.

The LTFP was first adopted 25 June 2014.

Financial planning over a 10-year time horizon is difficult and relies on a variety of assumptions that will undoubtedly change during the period. The LTFP is therefore closely monitored and regularly revised, to reflect these changing circumstances.

This revision takes into consideration a number of significant decisions which have been implemented to improve Council's financial sustainability over the past year.

A number of scenarios and sensitivities were considered during the development of the LTFP to demonstrate Council's sensitivity to internal and external drivers.

“The Long Term Financial Plan is the point where long-term community aspirations and goals are tested against financial realities.”

DLG Manual, 2013

The aims of Council's LTFP are to:

- Set out the assumptions upon which Council's Financial Plans and budgets have been structured.
- Identify the Key Performance Indicators upon which Council can benchmark its financial performance.
- Set the framework so that the impact of future policy decisions can be identified.
- Evaluate the impact of future scenarios upon Council's financial position.
- Provide a basis for future informed decision making.
- Identify issues which impact upon the financial sustainability of Council, including known opportunities and threats.

Achieve a balanced budget on a funding basis over time, acknowledging that efficient service delivery and urgent asset renewal are current priorities where working fund deficits are forecast.

- Seek to reduce the current working fund deficits, by reducing operating costs in real terms, or expanding the revenue base of Council.



FINANCIAL POSITION

Council faces several challenges in terms of financial sustainability. Our Council administers the largest regional centre in the western half of New South Wales.

Based on Council's most recent economic and data projections, Council is estimating that between 2023 and 2046, the population for Broken Hill City is forecast to increase by 197 persons (1.10% growth), at an average annual change of 0.10%.

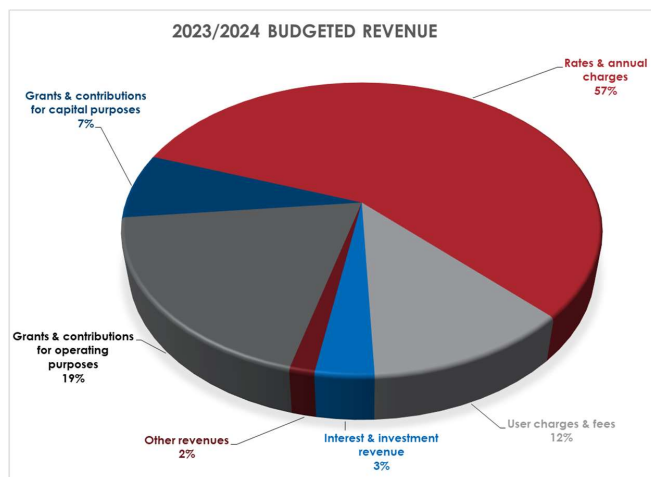
Whilst this information is based on the current state of play, with the looming commencement of major mining and renewable industries along with Council economic growth plan, Council is boldly predicting and planning for City growth much larger.

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 growing 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 graph below shows sources of income.

In 2013, the Division of Local Government appointed New South Wales Treasury Corporation (TCorp) to undertake an assessment of the financial sustainability of all New South Wales councils.

The report by TCorp, which considered both historic financial information and a 10-year financial forecast, determined Council to be in a very unstable financial position and unsustainable. Overall, the financial sustainability of Council was assessed as 'Very Weak'. A rating of 'Very Weak' was given to only five New South Wales councils and can be described as follows:



- A Local Government with limited capacity to meet its financial commitments in the short to medium term and a very limited capacity long term.
- It has a record of reporting significant operating deficits. It is highly unlikely to be able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business without the need for structural reform and major revenue and/or expense adjustments.
- The expense adjustments are likely to result in significant changes to the range of and/or quality of services offered and it may need the assistance from higher levels of government.
- It has difficulty in managing its core business risks.

Council has since achieved significant improvement and taken steps in the right direction towards becoming financially sustainable. Since Council received the report, it has undertaken the following key actions.

Council undertook a major review of its 10-year LTFP in FY2015, with the aim to guide Council towards achieving a balanced budget, through cost reduction strategies, whilst prioritising service delivery and asset renewals.

In December 2014, Council resolved to cease operations of a financially unsustainable aged care facility – the Shorty O'Neil Village.

In October 2016, Council successfully transitioned out of community services avoiding the loss of block funding by the introduction of the National Disability Insurance Scheme (NDIS).

In November 2016, the Office of Local Government initiated a review of all western councils, with the view to reassess their ongoing financial sustainability.

Due to the actions taken since the initial review in 2013 and the significant improvements made, TCorp have made the assessment that Council now has a Financial Sustainability Ratio of 'Weak' with an outlook of positive, with further improvements likely based on key planning assumptions.

A rating of 'Weak' can be described as follows:

- A local government with acceptable capacity to meet its financial commitments in the short to medium term and a limited capacity in the long term.
 - It has a record of reporting moderate to significant operating deficits with a recent operating deficit being significant. It is unlikely to be able to address its operating deficits, manage unforeseen financial shocks and any adverse changes in its business, without the need for significant revenue and/or expense adjustments.
 - The expense adjustments would result in significant changes to the range and/or quality of services offered.
- It may experience difficulty in managing core business risks.

Whilst this has been a significant improvement, Council still has a lot of hard work and tough decisions ahead of it before it can be deemed financially sustainable in the long-term.

The effects of the COVID-19 pandemic have tested much of the terminology described above and proven true that Council must adjust its services as a result of unforeseen financial shocks.

Council must now review its service levels with the community and understand the priority areas and not only the capacity, but the desire of paying for these services.

The strength of Local Government is important when considering the quality of life for residents within a community and our community cannot afford major revenue adjustments in the form of high rating increases, for the purpose of balancing the bottom line. It is therefore important that we only spend what we can afford; what our community can afford.

Local Government decisions impact not only the current generation but the next. In order to ensure services and infrastructure adapt to the changing needs of our generations, we must ensure our financial position and our asset management practices are strong.

It is clear that in order to continue to meet the needs of current and future residents of Broken Hill; that Council must address financial and ongoing asset sustainability.

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. Council closely monitor this assumption in light of the economy's response to the easing of Covid-19 restrictions, continued Ukraine war and instability in international relations contributing to a highly inflationary economic environment. As such the balanced scenario has been adjusted in the short term to allow for these added costs with a return to the 2-3% range projected from 2026 onwards. Elements of revenue and expenditure that are subject to wider fluctuation have been modelled accordingly (refer to Assumptions).

As noted above, the annual operational budget plans for a breakeven results in 2024 with a surplus planned for 2025, which, combined with the Council's interest earnings and capital contributions, provide funding for ongoing capital works projects and programs that are designed and constructed to provide Broken Hill with renewed and revitalised infrastructure.

The Council will continue to prudently manage its cash reserves and investments, to ensure that appropriate financial reserves are available to meet the Council's liabilities and commitments, as they fall due and manage cash flow demands to ensure responsible financial management control.

While externally restricted reserves will be maintained in accordance with legislative requirements, several internally restricted reserves are used to ensure that funds are set aside to directly support capital commitments of the Council.

The Council closely monitors its financial performance and publishes several key financial indicators within its quarterly budget reviews, to demonstrate its financial health and sustainability.

ASSUMPTIONS

The Council's 2023/24 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 current financial climate, 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.

REVENUE ASSUMPTIONS

Item	Assumption	Comment
Rate Increase	3.7%	IPART Rate Peg
Waste Management Charge	CPI	Annual charges will increase in line with operating expenses.
Statutory Charges	CPI	Statutory charges are expected to increase in line with CPI.
User Fees and Charges	CPI	Statutory charges are expected to increase in line with CPI.
Investment Interest	5%	Interest is calculated on the forecast cash and investment balances.
Interest on overdue rates	9%	6% above the Reserve Bank cash rate. (section 566(3) of the <i>Local Government Act 1993</i>)
Other revenues	CPI	Other revenues consist of program fees and sundry income items.
Operating grants	CPI	Operating grants include the financial assistance grant and the public library funding agreement.

EXPENDITURE ASSUMPTIONS

Item	Assumption	Comment
Employee Benefits and on-costs	3.25%	Employee costs increase in accordance with the current industrial agreement and relevant legislation
Borrowing Costs	N/A	All Council loans are fixed and are based on actual interest repayments.
Materials, contracts and other expenses	CPI	These increase in line with CPI or current supplier agreements however, an efficiency factor of 2% has been built into the plan.

OUR PROGRESS TOWARDS FINANCIAL SUSTAINABILITY

Since the adoption of the Balanced Scenario LTFP in 2014, Council has made several decisions that have improved our financial outlook. This section outlines some of those improvements.

IMPROVING EFFICIENCY OF COUNCIL OPERATIONS

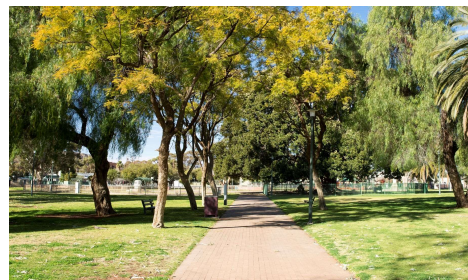
Although operational efficiencies alone are unlikely to provide the level of additional funding required to achieve financial sustainability, there is scope to improve Council's financial position, by undertaking a full review of operations. This includes reviewing the organisational structure and business systems, exploring opportunities for out-sourcing activities and improving project management capabilities.

At the March 2017 Ordinary Council Meeting, Council adopted a Service Review Framework and methodology. During this term of Council, management will oversee more than 65 internal and external service reviews, to generate efficiencies and savings throughout the organisation. This review is not all about financial savings, it is about ensuring Council is delivering the services that the Community requires, at the level the Community expects. In some instances, this may mean further resources are dedicated to some areas, where other areas may have resources reduced. Most importantly, it will ensure that all services are delivered in the most effective and efficient way possible.

In October 2017, Council adopted a Smart Community Framework to improve quality of life, prosperity and sustainability for its community, by using technology in optimising processes, solving challenges proactively, building intelligence and productivity and facilitating proactive and meaningful engagement, between all stakeholders.

Council has successfully implemented several technologies to increase efficiency and sustainability throughout the city.

Examples of this include, smart bins - which reduce the number of bin collections, smart solar and wind lighting - which has enabled Council to remove the lighting for Sturt Park, Patton Park and the Administrative Centre Grounds, from the electrical grid. This has not only enabled a financial savings but is a sustainable option for the community. Further implementation of similar technologies is planned through the reporting period.



IMPROVING ASSET MANAGEMENT

Council is in the process of undertaking a review of all infrastructure assets, to ensure that it is providing services and infrastructure that meets the community needs and is within the community's ability to pay. As a result of this process, it is anticipated that Council will generate significant replacement savings and associated running costs.

During this year's review of the LTFP, the '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.

REVIEW OF COMMUNITY EXPECTATIONS AND SERVICE LEVELS

It is imperative that service level reviews occur throughout the 2023/2024 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.

Continued improvement 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 generation.

CASHFLOW MANAGEMENT

Close monitoring in relation to the timing of expenditure and level of cash reserves throughout the year, has resulted in efficiencies; generating savings.

RECRUITMENT SUCCESS

Leadership, experience and technical skills are of shortage across Local Government in general. Throughout the year, Council has been successful in attracting a number of professional staff and sourcing talent from within to fill key positions, resulting in, improved efficiencies and continuing to move Council towards financial sustainability.

The importance of key positions within the organisational structure, on the financial fortunes of a Council, cannot be underestimated.

THE BALANCED SCENARIO REVIEWED

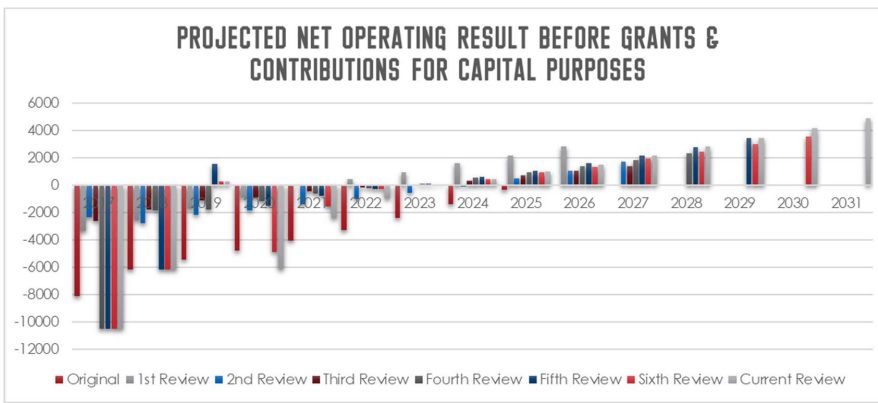
On 25 June 2014, Council endorsed a Balanced Scenario to ensure financial sustainability and to strengthen Council to serve the community of Broken Hill, into the future.

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.

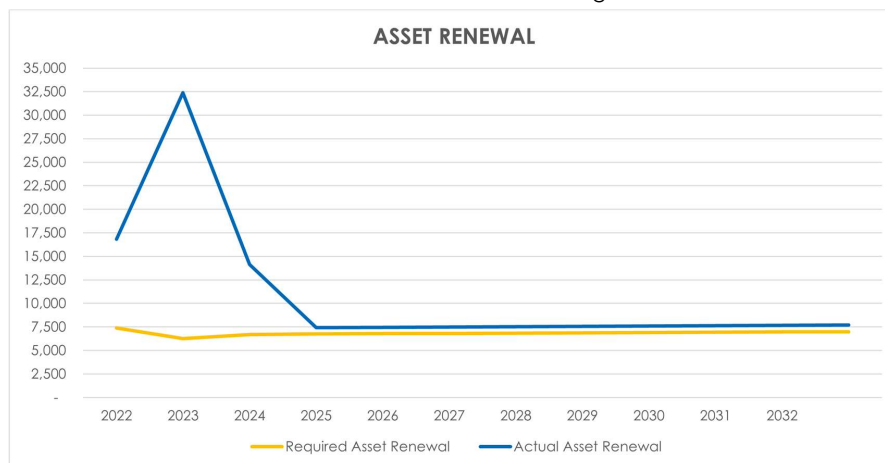
The following chart demonstrates the improvement in Council's financial position, over the previous six reviews. Council is still anticipating to breakeven in 2024.



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.



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 break-even operating result in 2023/2024.

To achieve this result, 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.
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 7.8%. Therefore the annual efficiency gain does not 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:

- Breakeven in 2024.
- Maintain and grow Council's permanent workforce.
- Ensure a healthy cash reserve to weather any unforeseen financial shocks.
- 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 2023-24.



LONG TERM FINANCIAL PLAN - 2024-2033												
INCOME STATEMENT												
\$ '000	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Actual	Revised Budget Q3	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Income from Continuing Operations												
Revenue:												
Rates & annual charges	19,540	19,816	20,950	21,725	22,268	22,825	23,396	23,981	24,580	25,195	25,824	26,470
User charges & fees	3,096	3,586	4,335	4,687	4,804	4,924	5,047	5,174	5,303	5,436	5,571	5,711
Interest & investment revenue	570	802	1,236	577	538	327	438	513	603	740	906	1,095
Other revenues	3,099	684	530	549	563	577	591	606	621	637	652	669
Grants & contributions for operating purposes	9,469	8,376	7,092	7,340	7,560	7,712	7,866	8,023	8,184	8,347	8,514	8,684
Grants & contributions for capital purposes	4,920	18,839	2,696	2,790	2,874	2,932	2,990	3,050	3,111	3,173	3,237	3,301
Other Income:												
Net gains from disposal of assets	5	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	40,699	52,103	36,839	37,669	38,607	39,296	40,328	41,346	42,402	43,527	44,705	45,930
Expenses from Continuing Operations												
Employee benefits & costs	14,465	14,855	15,485	15,872	16,269	16,675	17,092	17,519	17,957	18,406	18,867	19,244
Borrowing costs	799	678	745	593	529	467	409	366	320	278	244	285
Materials & contracts	11,748	12,546	10,236	10,590	10,430	10,476	10,524	10,571	10,619	10,666	10,714	10,763
Depreciation & amortisation	7,380	6,259	6,700	6,757	6,786	6,816	6,846	6,876	6,907	6,937	6,967	6,998
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other expenses	1,338	987	977	991	995	1,000	1,004	1,009	1,013	1,018	1,023	1,027
Net losses from disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	35,730	35,325	34,143	34,802	35,008	35,435	35,876	36,341	36,816	37,306	37,815	38,317
OPERATING RESULT FOR THE YEAR	4,970	16,778	2,696	2,867	3,599	3,861	4,453	5,005	5,586	6,221	6,891	7,613
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	49	(2,061)	(0)	77	725	930	1,462	1,955	2,475	3,048	3,654	4,312
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	49	(2,061)	(0)	77	725	930	1,462	1,955	2,475	3,048	3,654	4,312
Assumptions												
Rate Peg	2.30%	2.30%	3.70%	3.70%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
General Index	2.50%	2.50%	7.80%	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Cost Index	2.70%	4.00%	3.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.00%
Grant Index	2.00%	2.00%	2.00%	3.50%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investment Interest rate	1.50%	1.50%	5.00%	6.50%	6.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Overdue rates interest rate	6.00%	6.00%	9.00%	9.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Efficiency gain on Materials & Contracts	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%

LONG TERM FINANCIAL PLAN – 2024-2033												
STATEMENT OF FINANCIAL POSITION												
\$ '000	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Actual	Revised Budget Q3	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Assets												
Current Assets:												
Cash & cash equivalents	15,165	4,280	3,074	3,883	5,496	7,341	9,442	11,972	15,832	20,549	25,890	31,902
Investments	8,570	8,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570
Receivables	4,672	5,653	5,837	6,050	6,084	6,867	7,077	7,286	7,645	8,014	8,381	8,619
Inventories	147	136	147	152	156	160	164	168	172	176	181	185
Other	1,069	416	506	523	536	550	564	578	592	607	622	638
Non-current assets classified as 'held for sale'	-	-	-	608	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	29,623	19,055	13,134	14,787	15,842	18,488	20,816	23,573	27,811	32,916	38,644	44,914
Non-Current Assets:												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, property, plant & equipment	288,869	278,531	285,653	286,329	287,008	287,689	288,374	289,062	289,752	290,446	291,143	291,843
Investments accounted for using the equity method	931	1,144	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	289,800	279,675	286,797	287,473	288,152	288,833	289,518	290,206	290,896	291,590	292,287	292,987
TOTAL ASSETS	319,423	298,730	299,931	302,260	303,994	307,321	310,334	313,779	318,707	324,506	330,931	337,901
Liabilities												
Current Liabilities:												
Payables	4,149	1,902	2,080	2,815	2,775	3,231	3,579	3,787	4,189	4,467	4,772	5,112
Income Received in Advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	2,028	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,556	2,363	2,452	2,467	2,452	2,451	2,151	2,084	1,015	1,015	1,015	843
Provisions	4,550	3,829	4,004	3,989	3,814	3,894	3,798	3,751	3,743	3,671	3,644	3,604
TOTAL CURRENT LIABILITIES	12,283	8,095	8,536	9,271	9,041	9,576	9,528	9,622	8,947	9,153	9,430	9,558
Non-Current Liabilities:		21,861	20,139	18,280	16,335							
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	18,667	19,498	17,687	15,813	13,883	11,895	10,134	8,411	6,657	5,647	4,870	4,058
Provisions	9,775	12,262	12,906	14,428	15,364	16,691	17,758	18,998	20,122	21,324	22,474	23,658
TOTAL NON-CURRENT LIABILITIES	28,442	31,760	30,593	30,240	29,247	28,585	27,892	27,409	26,779	26,971	27,344	27,716
TOTAL LIABILITIES	40,725	39,855	39,129	39,512	38,288	38,161	37,420	37,030	35,726	36,124	36,774	37,275
NET ASSETS	278,698	258,875	260,801	262,748	265,706	269,160	272,914	276,749	282,982	288,383	294,156	300,626
Equity												
Retained earnings	113,710	121,168	123,094	125,041	127,999	131,453	135,207	139,042	145,275	150,676	156,449	162,919
Revaluation reserves	164,988	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	278,698	258,875	260,801	262,748	265,706	269,160	272,914	276,749	282,982	288,383	294,156	300,626
Non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY	278,698	258,875	260,801	262,748	265,706	269,160	272,914	276,749	282,982	288,383	294,156	300,626
Assumptions												
General Index		2.50%	7.80%	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

LONG TERM FINANCIAL PLAN - 2024-2033												
STATEMENT OF CASH FLOWS												
\$ '000	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Actual	Revised Budget Q3	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash Flows from Operating Activities												
Receipts:												
Rates & annual charges	19,917	19,222	20,322	21,073	21,600	22,140	22,694	23,261	23,843	24,439	25,050	25,676
User charges & fees	3,457	3,478	4,205	4,546	4,660	4,777	4,896	5,018	5,144	5,272	5,404	5,539
Investment & interest revenue received	106	465	694	454	535	324	435	510	600	736	903	1,091
Grants & contributions	14,065	27,215	9,788	10,131	10,434	10,643	10,856	11,073	11,295	11,520	11,751	11,986
Bonds, deposits & retention amounts received	11	-	-	-	-	-	-	-	-	-	-	-
Other	5,570	663	514	532	546	559	573	588	602	617	633	649
Payments:												
Employee benefits & costs	(13,852)	(14,410)	(15,020)	(15,396)	(15,781)	(16,175)	(16,579)	(16,994)	(17,419)	(17,854)	(18,301)	(18,667)
Materials & contracts	(14,705)	(12,170)	(9,929)	(10,272)	(10,117)	(10,162)	(10,208)	(10,254)	(10,300)	(10,346)	(10,393)	(10,440)
Borrowing costs	(642)	(678)	(745)	(593)	(529)	(467)	(409)	(366)	(320)	(278)	(244)	(285)
Bonds, deposits & retention amounts refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(1,074)	(957)	(948)	(961)	(965)	(970)	(974)	(979)	(983)	(987)	(992)	(996)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	12,853	22,828	8,881	9,514	10,383	10,669	11,284	11,857	12,462	13,119	13,811	14,553
Cash Flows from Investing Activities												
Receipts:												
Sale of investment securities	5,126	-	5,000	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	241	-	320	-	-	-	-	-	-	-	-	-
Deferred debtors receipts	6	-	-	-	-	-	-	-	-	-	-	-
Other investing activity receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of investment securities	(4,500)	-	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment	(16,818)	(32,404)	(14,142)	(7,432)	(7,465)	(7,498)	(7,531)	(7,564)	(7,597)	(7,631)	(7,664)	(7,698)
Deferred debtors & advances made	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(15,945)	(32,404)	(8,822)	(7,432)	(7,465)	(7,498)	(7,531)	(7,564)	(7,597)	(7,631)	(7,664)	(7,698)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from borrowings & advances	437	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of borrowings & advances	(1,451)	(1,310)	(1,264)	(1,273)	(1,305)	(1,326)	(1,652)	(1,763)	(1,004)	(771)	(806)	(843)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	(1,014)	(1,310)	(1,264)	(1,273)	(1,305)	(1,326)	(1,652)	(1,763)	(1,004)	(771)	(806)	(843)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	(4,106)	(10,885)	(1,205)	808	1,613	1,845	2,100	2,530	3,860	4,717	5,340	6,012
plus: CASH & CASH EQUIVALENTS - beginning of year	19,271	15,165	4,280	3,074	3,883	5,496	7,341	9,442	11,972	15,832	20,549	25,890
CASH & CASH EQUIVALENTS - end of year	15,165	4,280	3,074	3,883	5,496	7,341	9,442	11,972	15,832	20,549	25,890	31,902
Additional Information												
plus: Investments on hand - end of year	8,570	8,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	23,735	12,850	6,644	7,453	9,066	10,911	13,012	15,542	19,402	24,119	29,460	35,472
Assumptions												
Rates & charges recovery 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%
Debtor recovery 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%
General Index	2.50%	2.50%	7.80%	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Investment Interest rate	1.50%	1.50%	5.00%	6.00%	6.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Overdue rates interest rate	7.50%	6.00%	9.00%	9.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%

LONG TERM FINANCIAL PLAN - 2024-2033												
FINANCIAL RATIOS												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Actual	Revised Budget Q3	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Operating Ratio												
<i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>	0.14%	-6.19%	0.00%	0.22%	2.03%	2.56%	3.92%	5.10%	6.30%	7.55%	8.81%	10.12%
<small>Benchmark - Greater than 0% (operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions</small>												
Cash Expense Cover Ratio												
<i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>	9.22	4.35	4.08	4.32	4.98	5.69	6.47	7.41	8.85	10.59	12.50	14.66
<small>Benchmark - Greater than 3.0 months [current year's cash and cash equivalents / (total expenses - depreciation - interest costs)] * 12</small>												
Current Ratio												
<i>This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.</i>	2.41	2.35	1.54	1.59	1.75	1.93	2.18	2.45	3.11	3.60	4.10	4.70
<small>Benchmark - Greater than 1.5 current assets / current liabilities</small>												
Unrestricted Current Ratio												
<i>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>	3.12	2.16	1.74	1.80	2.04	2.28	2.65	2.05	2.70	3.21	3.62	4.23
<small>Benchmark - Greater than 1.5 current assets less all external activities/ current liabilities, less specific purpose liabilities</small>												
Own Source Operating Revenue												
<i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>	64.65%	47.77%	73.43%	73.11%	72.97%	72.92%	73.08%	73.22%	73.36%	73.53%	73.71%	73.90%
<small>Benchmark - Greater than 40% rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)</small>												
Debt Service Cover Ratio												
<i>This ratio measures the availability of cash to service debt including interest, principal, and lease payments</i>	3.66	2.45	3.71	3.98	4.39	4.58	4.23	4.32	7.33	9.78	10.35	10.28
<small>Benchmark - Greater than 2.0 operating result before interest and depreciation (EBITDA) / principal repayments +borrowing interest costs</small>												
Interest Cover Ratio												
<i>This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash</i>	10.30	7.19	9.99	12.52	15.21	17.58	21.29	25.14	30.35	36.90	44.56	40.68
<small>Benchmark - Greater than 4.0 operating result before interest and depreciation (EBITDA) / interest expense</small>												
Capital Expenditure Ratio												
<i>This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets</i>	2.28	5.18	2.11	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
<small>Benchmark - Greater than 1.1</small>												

IMPROVING OUR FINANCIAL POSITION FURTHER

Whilst significant improvements have been made over the past number of years, Council still has a long way to go in ensuring a strong financial position.

Council is committed to assisting the community achieve the objectives outlined in the community's Broken Hill 2040 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 2024 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 pandemic and subsequent financial effects.

The current plan is based on a return to pre-COVID conditions however the unpredictability of the short to midterm financial conditions due to the Ukraine war and high inflation means this cannot be guaranteed.

The Council also acknowledges that planned deliverables and actions may be impacted or need to be reprioritised, New priorities may also emerge.

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 level 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.

INCREASING PRIVATE WORKS, TRANSPORT NSW CONTRACTS AND CAPITAL WORK DELIVERY

Council has over several 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 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 developing 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 – Decreased rate peg

This scenario follows the same assumptions as the 'Balanced Scenario' but assumes the 2024 rate peg of 3.7% is decreased to 2.5% from 2025 onwards

This model does not alter Council's breakeven point of 2024 however sees Council slip back into deficit in 2025 due to the combined effect of the additional cost of Council elections and inflation. If the assumptions of this model come to be, a deficit would be expected in 2025 approximately equal to the cost of the election.

Key Aspects of this Scenario

- Breakeven remains at 2024.
- Deficit in 2025
- Surplus from 2026 onwards

LONG TERM FINANCIAL PLAN - 2024-2033 - SCENARIO 2 - DECREASED RATE PEG													
INCOME STATEMENT													
\$ '000	2021	2022	2023	2023	2024	2025	2026	2027	2028	2029	2030	2031	2033
	Actual	Actual	Original Budget	Revised Budget Q3	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Income from Continuing Operations													
Revenue:													
Rates & annual charges	19,013	19,540	19,816	19,816	20,950	21,474	22,011	22,561	23,125	23,703	24,296	24,903	26,164
User charges & fees	3,325	3,096	3,586	3,586	4,335	4,687	4,804	4,924	5,047	5,174	5,303	5,436	5,711
Interest & investment revenue	573	570	802	802	1,236	577	521	311	410	475	554	679	1,010
Other revenues	4,867	3,099	464	684	530	549	563	577	591	606	621	637	669
Grants & contributions for operating purposes	6,771	9,469	7,132	8,376	7,092	7,340	7,560	7,712	7,866	8,023	8,184	8,347	8,684
Grants & contributions for capital purposes	3,910	4,920	8,023	18,839	2,696	2,790	2,874	2,932	2,990	3,050	3,111	3,173	3,301
Other income:													
Net gains from disposal of assets	-	5	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	300	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	38,759	40,699	39,823	52,103	36,839	37,417	38,333	39,016	40,029	41,030	42,068	43,175	45,539
Expenses from Continuing Operations													
Employee benefits & costs	13,475	14,465	14,563	14,855	15,485	15,872	16,269	16,675	17,092	17,519	17,957	18,406	19,244
Borrowing costs	958	799	678	678	745	593	529	467	409	366	320	278	285
Materials & contracts	10,438	11,748	10,139	12,546	10,236	10,590	10,430	10,476	10,524	10,571	10,619	10,666	10,763
Depreciation & amortisation	7,904	7,380	6,259	6,259	6,700	6,757	6,786	6,816	6,846	6,876	6,907	6,937	6,998
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	1
Other expenses	2,822	1,338	963	987	977	991	995	1,000	1,004	1,009	1,013	1,018	1,027
Net losses from disposal of assets	503	-	-	-	-	-	-	-	-	-	-	-	1
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,100	35,730	32,602	35,325	34,143	34,802	35,008	35,435	35,876	36,341	36,816	37,306	38,319
OPERATING RESULT FOR THE YEAR	2,660	4,970	7,221	16,778	2,696	2,615	3,325	3,581	4,154	4,689	5,253	5,869	7,220
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	49	(802)	(2,061)	(0)	(175)	451	650	1,164	1,639	2,142	2,696	3,919
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	49	(802)	(2,061)	(0)	(175)	451	650	1,164	1,639	2,142	2,696	3,919
Assumptions													
Rate Peg	2.60%	2.30%	2.30%	2.30%	3.70%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
General Index	2.50%	2.50%	2.50%	2.50%	7.80%	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Cost Index	2.75%	2.70%	2.70%	4.00%	3.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.00%
Grant Index	2.00%	2.00%	2.00%	2.00%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investment interest rate	2.00%	1.50%	1.50%	1.50%	5.00%	6.00%	6.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.00%
Overdue rates interest rate	6.50%	6.00%	6.00%	6.00%	9.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Efficiency gain on Materials & Contracts	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%

LONG TERM FINANCIAL PLAN - 2024-2033 - SCENARIO 2 - DECREASED RATE PEG

FINANCIAL RATIOS

	2021	2022	2023	2023	2024	2025	2026	2027	2028	2029	2030	2031	2033
	Actual	Actual	Original Budget	Revised Budget Q3	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Operating Ratio													
<i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>	-3.59%	0.14%	-2.52%	-6.19%	0.00%	-0.51%	1.27%	1.80%	3.14%	4.32%	5.50%	6.74%	9.28%
<small>Benchmark - Greater than 0% (operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions</small>													
Cash Expense Cover Ratio													
<i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>	13.99	9.22	5.26	4.35	4.08	4.21	4.76	5.35	6.02	6.84	8.16	9.77	13.58
<small>Benchmark - Greater than 3.0 months (current year's cash and cash equivalents / (total expenses - depreciation - interest costs) * 12</small>													
Current Ratio													
<i>This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.</i>	2.91	2.41	2.56	2.35	1.54	1.57	1.70	1.85	2.07	2.31	2.92	3.37	4.41
<small>Benchmark - Greater than 1.5 current assets / current liabilities</small>													
Unrestricted Current Ratio													
<i>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>	4.12	3.12	2.38	2.16	1.74	1.76	1.96	2.16	2.49	1.90	2.50	2.98	3.94
<small>Benchmark - Greater than 1.5 current assets less all external activities/ current liabilities, less specific purpose liabilities</small>													
Own Source Operating Revenue													
<i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>	72.44%	64.65%	61.94%	47.77%	73.43%	72.93%	72.78%	72.72%	72.88%	73.01%	73.15%	73.32%	73.68%
<small>Benchmark - Greater than 60% rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)</small>													
Debt Service Cover Ratio													
<i>This ratio measures the availability of cash to service debt including interest, principal, and lease payments</i>	3.53	3.66	2.84	2.45	3.71	3.84	4.24	4.42	4.08	4.17	7.07	9.44	9.93
<small>Benchmark - Greater than 2.0 operating result before interest and depreciation (EBITDA) / principal repayments +borrowing interest costs</small>													
Interest Cover Ratio													
<i>This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash</i>	7.94	10.30	9.05	7.19	9.99	12.10	14.69	16.98	20.56	24.28	29.30	35.64	39.30
<small>Benchmark - Greater than 4.0 operating result before interest and depreciation (EBITDA) / interest expense</small>													
Capital Expenditure Ratio													
<i>This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets</i>	1.70	2.28	3.46	5.18	2.11	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
<small>Benchmark - Greater than 1.1</small>													

SCENARIO 3 – Continued High Inflation with Reduced Rate Peg

This scenario is based on the same expenditure assumptions in line with the previous two scenarios, however, Rates revenue is projected using the standard forecast 2.5% rate peg as advised by IPART combined with inflation at 5% until 2027. As you will see below, this pushes Council's return to surplus back to 2028 and puts Council in a high-risk cash position for the immediate future.

Key Aspects to this Scenario

- Breakeven pushed back to 2028
- Borrowings remain the same.
- Some key financial ratios & OLG benchmarks will not be met in the short term.

LONG TERM FINANCIAL PLAN - 2024-2033 - SCENARIO 3 - RATE PEG DECREASED AND HIGH INFLATION

INCOME STATEMENT

\$ '000	2021	2022	2023	2023	2024	2025	2026	2027	2028	2029	2030	2031	2033
	Actual	Actual	Original Budget	Revised Budget Q3	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Income from Continuing Operations													
Revenue:													
Rates & annual charges	19,013	19,540	19,816	19,816	20,950	21,474	22,011	22,561	23,125	23,703	24,296	24,903	26,164
User charges & fees	3,325	3,096	3,586	3,586	4,335	4,752	4,990	5,239	5,370	5,504	5,642	5,783	6,076
Interest & investment revenue	573	570	802	802	1,236	577	511	293	364	403	455	553	824
Other revenues	4,867	3,099	464	684	530	557	585	614	629	645	661	678	712
Grants & contributions for operating purposes	6,771	9,469	7,132	8,376	7,092	7,340	7,560	7,712	7,866	8,023	8,184	8,347	8,684
Grants & contributions for capital purposes	3,910	4,920	8,023	18,839	2,696	2,831	2,916	2,974	3,034	3,094	3,156	3,219	3,349
Other Income:													
Net gains from disposal of assets	-	5	-	-	-	-	-	-	-	-	-	-	-
Net share of interests in joint ventures	300	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS	38,759	40,699	39,823	52,103	36,839	37,530	38,572	39,393	40,388	41,373	42,394	43,483	45,809
Expenses from Continuing Operations													
Employee benefits & costs	13,475	14,465	14,563	14,855	15,485	15,988	16,508	17,044	17,470	17,907	18,355	18,813	19,669
Borrowing costs	958	799	678	678	745	593	529	467	409	366	320	278	285
Materials & contracts	10,438	11,748	10,139	12,546	10,236	10,740	10,839	11,153	11,203	11,254	11,304	11,355	11,458
Depreciation & amortisation	7,904	7,380	6,259	6,259	6,700	6,757	6,786	6,816	6,846	6,876	6,907	6,937	6,998
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	1
Other expenses	2,822	1,338	963	987	977	1,005	1,034	1,064	1,069	1,074	1,079	1,084	1,093
Net losses from disposal of assets	503	-	-	-	-	-	-	-	-	-	-	-	1
Net share of interests in joint ventures	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS	36,100	35,730	32,602	35,325	34,143	35,083	35,696	36,545	36,998	37,477	37,964	38,467	39,506
OPERATING RESULT FOR THE YEAR	2,660	4,970	7,221	16,778	2,696	2,447	2,876	2,848	3,390	3,896	4,430	5,016	6,304
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	49	(802)	(2,061)	(0)	(383)	(39)	(126)	356	802	1,274	1,796	2,954
NET OPERATING RESULT FOR THE YEAR EXCLUDING EXTRAORDINARY ITEMS BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES	(1,251)	49	(802)	(2,061)	(0)	(383)	(39)	(126)	356	802	1,274	1,796	2,954
Assumptions													
Rate Peg	2.60%	2.30%	2.30%	2.30%	3.70%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
General Index	2.50%	2.50%	2.50%	2.50%	7.80%	5.00%	5.00%	5.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Cost Index	2.75%	2.70%	2.70%	4.00%	3.25%	3.25%	3.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.00%
Grant Index	2.00%	2.00%	2.00%	2.00%	2.00%	3.50%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Investment interest rate	2.00%	1.50%	1.50%	1.50%	5.00%	6.50%	6.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%
Overdue rates interest rate	6.50%	6.00%	6.00%	6.00%	9.00%	9.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Efficiency gain on Materials & Contracts	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%

LONG TERM FINANCIAL PLAN - 2024-2033 - SCENARIO 3 - RATE PEG DECREASED AND HIGH INFLATION

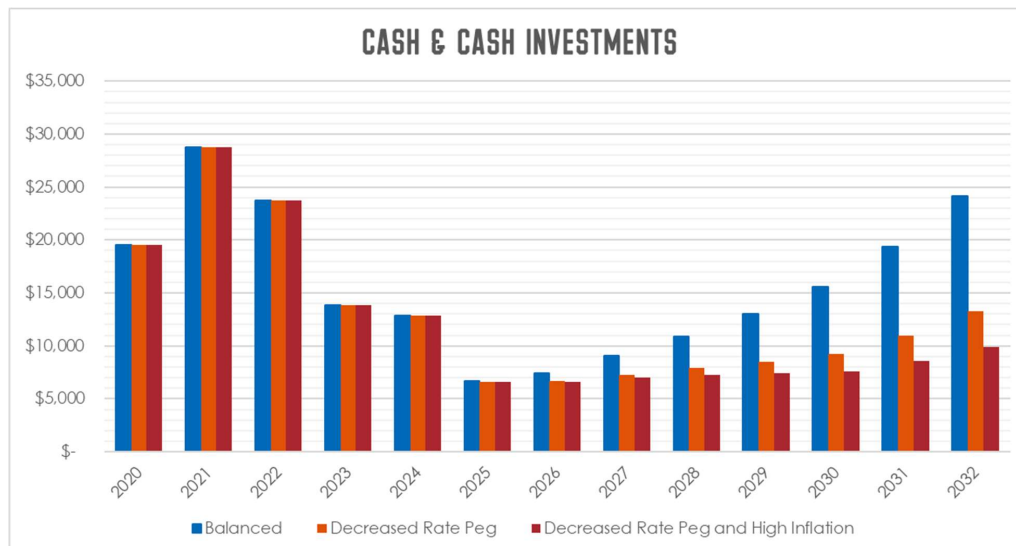
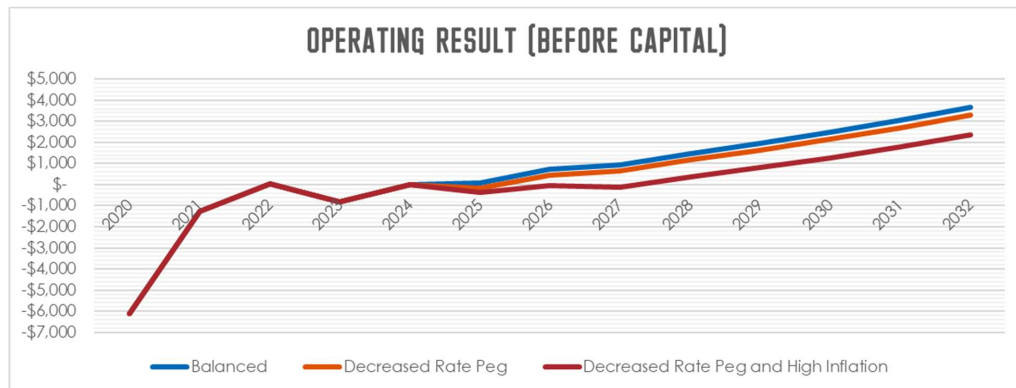
STATEMENT OF CASH FLOWS

\$ '000	2021	2022	2023	2023	2024	2025	2026	2027	2028	2029	2030	2031	2033
	Actual	Actual	Original Budget	Revised Budget Q3	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Cash Flows from Operating Activities													
Receipts:													
Rates & annual charges	18,813	19,917	19,222	19,222	20,322	20,830	21,350	21,884	22,431	22,992	23,567	24,156	25,379
User charges & fees	2,713	3,457	3,478	3,478	4,205	4,610	4,840	5,082	5,209	5,339	5,473	5,610	5,894
Investment & interest revenue received	482	106	465	465	694	454	508	290	361	400	452	550	821
Grants & contributions	12,489	14,065	15,155	27,215	9,788	10,171	10,476	10,686	10,899	11,117	11,340	11,566	12,034
Bonds, deposits & retention amounts received	14	11	-	-	-	-	-	-	-	-	-	-	-
Other	5,582	5,570	450	663	514	540	567	595	610	626	641	657	691
Payments:													
Employee benefits & costs	(13,133)	(13,852)	(14,126)	(14,410)	(15,020)	(15,508)	(16,012)	(16,533)	(16,946)	(17,370)	(17,804)	(18,249)	(19,079)
Materials & contracts	(12,274)	(14,705)	(9,835)	(12,170)	(9,929)	(10,418)	(10,514)	(10,818)	(10,867)	(10,916)	(10,965)	(11,015)	(11,114)
Borrowing costs	(645)	(642)	(678)	(678)	(745)	(593)	(529)	(467)	(409)	(366)	(320)	(278)	(285)
Bonds, deposits & retention amounts refunded	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	(807)	(1,074)	(934)	(957)	(948)	(975)	(1,003)	(1,032)	(1,037)	(1,042)	(1,046)	(1,051)	(1,061)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	13,234	12,853	13,197	22,828	8,881	9,111	9,683	9,687	10,251	10,780	11,339	11,945	13,280
Cash Flows from Investing Activities													
Receipts:													
Sale of investment securities	13,000	5,126	-	-	5,000	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment	664	241	-	-	320	-	-	-	-	-	-	-	-
Deferred debtors receipts	31	6	-	-	-	-	-	-	-	-	-	-	-
Other investing activity receipts	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments:													
Purchase of investment securities	(10,000)	(4,500)	-	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment	(13,454)	(16,818)	(21,625)	(32,404)	(14,142)	(7,432)	(7,465)	(7,498)	(7,531)	(7,564)	(7,597)	(7,631)	(7,698)
Deferred debtors & advances made	-	-	-	-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(9,759)	(15,945)	(21,625)	(32,404)	(8,822)	(7,432)	(7,465)	(7,498)	(7,531)	(7,564)	(7,597)	(7,631)	(7,698)
Cash Flows from Financing Activities													
Receipts:													
Proceeds from borrowings & advances	10,000	437	-	-	-	-	-	-	-	-	-	-	-
Payments:													
Repayment of borrowings & advances	(1,255)	(1,451)	(1,482)	(1,310)	(1,264)	(1,273)	(1,305)	(1,326)	(1,652)	(1,763)	(1,004)	(771)	(843)
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES	8,745	(1,014)	(1,482)	(1,310)	(1,264)	(1,273)	(1,305)	(1,326)	(1,652)	(1,763)	(1,004)	(771)	(843)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	12,220	(4,106)	(9,909)	(10,885)	(1,205)	405	914	864	1,068	1,453	2,737	3,543	4,739
plus: CASH & CASH EQUIVALENTS - beginning of year	7,051	19,271	15,165	15,165	4,280	3,074	3,480	4,393	5,257	6,325	7,778	10,515	18,176
CASH & CASH EQUIVALENTS - end of year	19,271	15,165	5,256	4,280	3,074	3,480	4,393	5,257	6,325	7,778	10,515	14,058	22,914
Additional Information													
plus: Investments on hand - end of year	9,476	8,570	8,570	8,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570	3,570
TOTAL CASH, CASH EQUIVALENTS & INVESTMENTS - end of year	28,747	23,735	13,826	12,850	6,644	7,050	7,963	8,827	9,895	11,348	14,085	17,628	26,484
Assumptions													
Rates & charges recovery 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%
Debtor recovery 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%
General Index	2.50%	2.50%	2.50%	2.50%	7.80%	5.00%	5.00%	5.00%	5.00%	2.50%	2.50%	2.50%	2.50%
Investment interest rate	2.00%	1.50%	1.50%	1.50%	5.00%	6.00%	6.50%	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%
Overdue rates interest rate	7.50%	107.50%	6.00%	6.00%	9.00%	9.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%

LONG TERM FINANCIAL PLAN - 2024-2033 - SCENARIO 3 - RATE PEG DECREASED AND HIGH INFLATION													
	FINANCIAL RATIOS												
	2021	2022	2023	2023	2024	2025	2026	2027	2028	2029	2030	2031	2033
	Actual	Actual	Original Budget	Revised Budget Q3	Proposed Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Operating Ratio													
<i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>	-3.59%	0.14%	-2.52%	-6.19%	0.00%	-1.10%	-0.11%	-0.35%	0.95%	2.10%	3.25%	4.46%	6.96%
<small>Benchmark - Greater than 0% (operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions</small>													
Cash Expense Cover Ratio													
<i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>	13.99	9.22	5.26	4.35	4.08	4.10	4.39	4.62	4.97	5.47	6.45	7.70	10.77
<small>Benchmark - Greater than 3.0 months (current year's cash and cash equivalents / (total expenses - depreciation - interest costs) * 12</small>													
Current Ratio													
<i>This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.</i>	2.91	2.41	2.56	2.35	1.54	1.55	1.63	1.72	1.86	2.02	2.52	2.89	3.76
<small>Benchmark - Greater than 1.5 current assets / current liabilities</small>													
Unrestricted Current Ratio													
<i>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</i>	4.12	3.12	2.38	2.16	1.74	1.74	1.87	1.97	2.18	1.60	2.09	2.48	3.29
<small>Benchmark - Greater than 1.5 current assets less all external activities / current liabilities, less specific purpose liabilities</small>													
Own Source Operating Revenue													
<i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>	72.44%	64.65%	61.94%	47.77%	73.43%	72.90%	72.84%	72.87%	73.01%	73.13%	73.25%	73.40%	73.73%
<small>Benchmark - Greater than 60% rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)</small>													
Debt Service Cover Ratio													
<i>This ratio measures the availability of cash to service debt including interest, principal, and lease payments</i>	3.53	3.66	2.84	2.45	3.71	3.73	3.97	3.99	3.69	3.78	6.42	8.59	9.08
<small>Benchmark - Greater than 2.0 operating result before interest and depreciation (EBITDA) / principal repayments + borrowing interest costs</small>													
Interest Cover Ratio													
<i>This ratio indicates the extent to which Council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash</i>	7.94	10.30	9.05	7.19	9.99	11.75	13.76	15.32	18.59	21.99	26.59	32.40	35.92
<small>Benchmark - Greater than 4.0 operating result before interest and depreciation (EBITDA) / interest expense</small>													
Capital Expenditure Ratio													
<i>This ratio indicates the extent to which Council is forecasting to expand its asset base with capital expenditure spent on both new assets and replacement and renewal of existing assets</i>	1.70	2.28	3.46	5.18	2.11	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
<small>Benchmark - Greater than 1.1 annual capital expenditure / annual depreciation</small>													

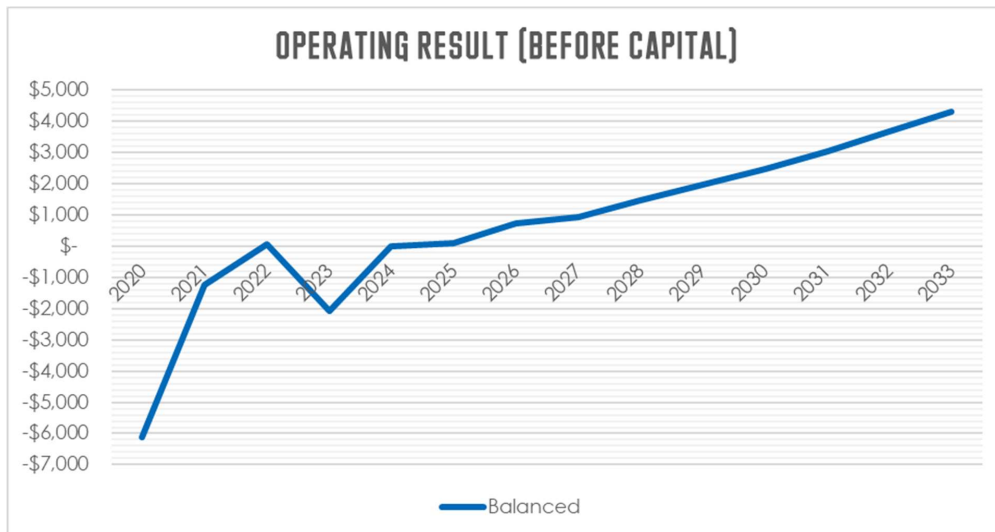
OPERATING RESULT AND CASH RESERVES

The below graph illustrates the three scenarios and how they each effect Council's operating surplus, as well as cash reserves for capital investment and renewal.

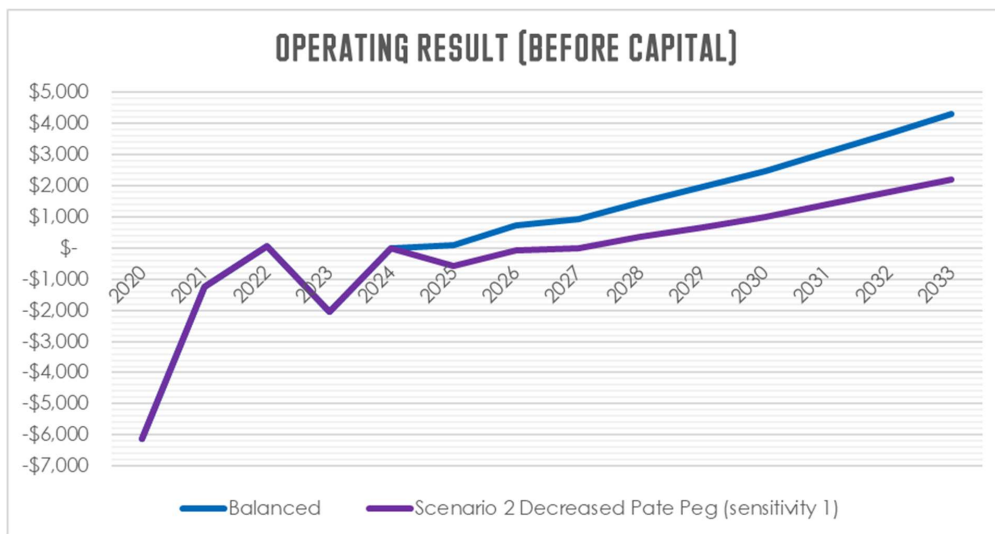


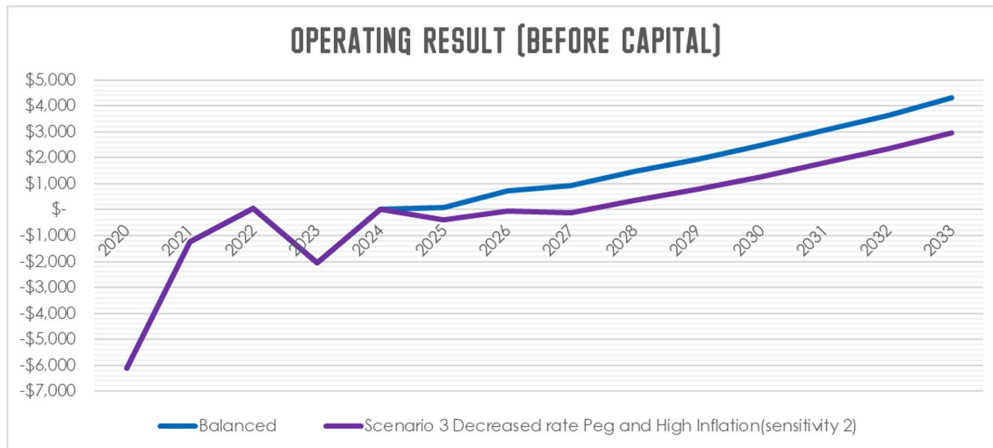
SENSITIVITY ANALYSIS

The LTFP Balanced Scenario (proposed) is demonstrated below.



The below section illustrates the financial effect on Council's result if assumptions were to change as detailed in scenarios 2 and 3.





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 2023/2024 budget, is -0.00. It is forecast that this ratio will be above the benchmark in 2025, 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 2023/2024 budget, is 4.08 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 2023/2024 budget, is 1.54.

- **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 2023/2024 budget, is 1.74.

- **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 2023/2024 budget is 73.43%.

- **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 2023/2024 budget, is 3.71.

- **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 2023/2024 budget, is 9.99.

- **Building and Infrastructure Backlog Ratio**

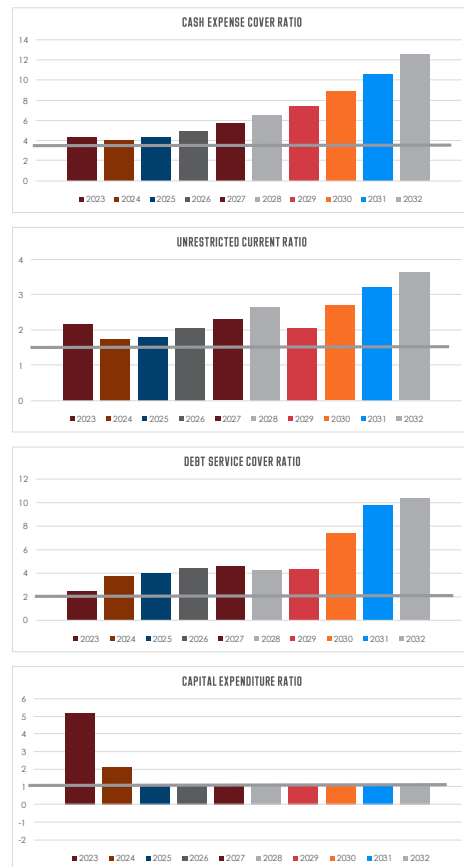
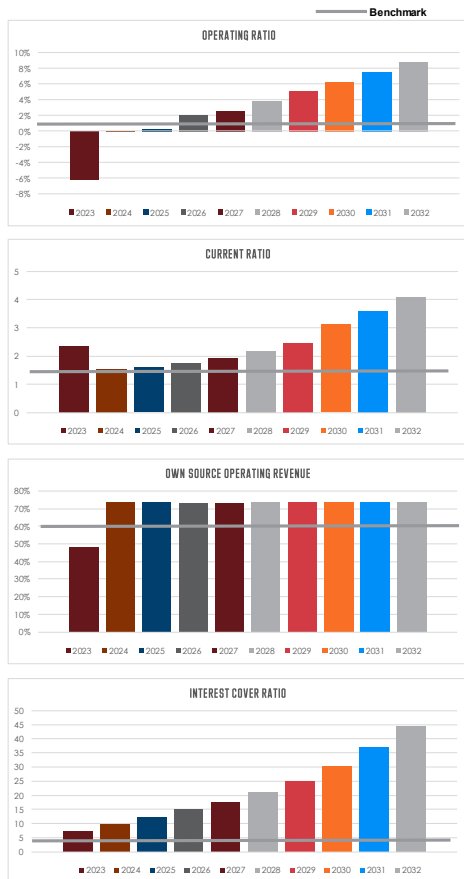
This ratio shows what proportion the backlog is against the total value of Council's infrastructure. Council is in the process of revaluations for all building and infrastructure assets, as well as an in-depth review of all assets, to calculate the current backlog.

• **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 2023/2024, is - 2.11.

We will also ensure compliance with the accounting and reporting requirements of the Local Government Code of Accounting Practice, including annual auditing of accounts and provision of information to the community and the Division of Local Government.



QUARTERLY REPORTING

Performance in regard to Operational Plan budgets will be monitored and reported to Council each quarter. Reports will include budget variations and reviews.

ANNUAL REPORTING

Council will prepare annual reports to the community, in accordance with the requirements of the *Local Government Act 1993* and the Integrated Planning and Reporting Guidelines. The report will include a summary of financial performance and achievements against delivering the outcomes of the Operational Plan and Delivery Program.

REVIEW OF THE LONG TERM FINANCIAL PLAN

The LTFP will be reviewed annually, in conjunction with the review of the Operational Plan 2023/2024 and Delivery Program 2023/2024 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 has been 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 2023/24, to ensure the forecast efficiency gains and productivity improvements are realised and this will be monitored annually.

Council remains committed to ensuring internal efficiencies are realised, before considering increasing the financial burden on the community, through special rate variations.



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