



ANNUAL REPORT 2020/2021

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

QUALITY CONTROL			
KEY DIRECTION	4. Our Leadership		
OBJECTIVE	4.1 Openness and Transparency in Decision Making		
STRATEGY	4.1.1 Support the organisation to operate its legal framework		
FUNCTION	Corporate Support		
FILE REFERENCE	21/112	EDRMS REFERENCE	D21/44707
RESPONSIBLE OFFICER	General Manager		
DATE	July 2021		
COMPANY	Broken Hill City Council		
PHONE NUMBER	08 8080 3300B		
EMAIL ADDRESS FOR ENQUIRIES ONLY	council@brokenhill.nsw.gov.au		
DATE	ACTION	MINUTE NO.	
24 November 2021	Presented to Council for adoption	46670	
NOTES	Front Cover Image: Playground Equipment – Sturt Park Images sourced from Council's Image Library © Copyright Broken Hill City Council 2020		
ASSOCIATED DOCUMENTS	Broken Hill 2033 Community Strategic Plan 2020-2022 Delivery Program Key Performance Indicators Progress Report ending 30 June 2021 2017-2021 Disability Inclusion Action Plan Key Performance Indicator Progress Report ending 30 June 2021 Audited Financial Statements 2020/2021 End of Term Report 2016-2021 State of Environment Report		

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

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

Minister of Environment Greg Hunt



ABOUT THE CITY

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

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

** 2020 ABS Estimated Resident Population

* 2016 ABS Estimated Resident Population

WORKFORCE	
Local Jobs	*7,425
Local Businesses	*987

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

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

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

Source: www.profile.id.com.au

MESSAGE FROM THE MAYOR AND GENERAL MANAGER

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

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

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

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

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

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

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

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

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

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

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

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

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

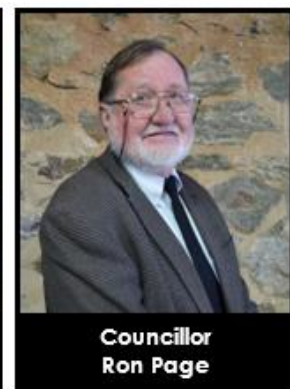
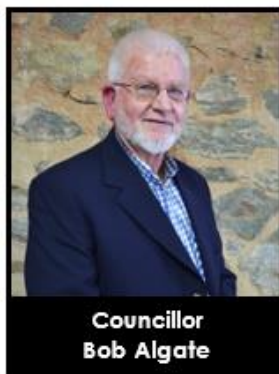
Mayor, Darriea Turley AM

General Manager, Jay Nankivell

THE ELECTED COUNCIL

Mayor and Councillors

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



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

Council Meetings and Committees

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

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

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

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

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

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

COUNCIL S355 COMMITTEES	
Committee Name	Delegates
Community Strategic Plan Round Table Mayor 3 x Key Direction Portfolio Councillors and Alternates <u>Our Leadership</u> 1 x Councillor 1 x Alternate <u>Our Community</u> 1 x Councillor 1 x Alternate <u>Our Economy</u> 1 x Councillor 1 x Alternate <u>Our Environment</u> 1 x Councillor 1 x Alternate	<u>Our Leadership</u> Mayor Turley AM (Chairperson) Councillor Gallagher (Alternate) <u>Our Community</u> Councillor Kennedy (Chairperson) Councillor Page (Alternate) <u>Our Economy</u> Councillor Licul (Chairperson) Councillor Nolan (Alternate) <u>Our Environment</u> Councillor Browne (Chairperson) Councillor Clark (Alternate)

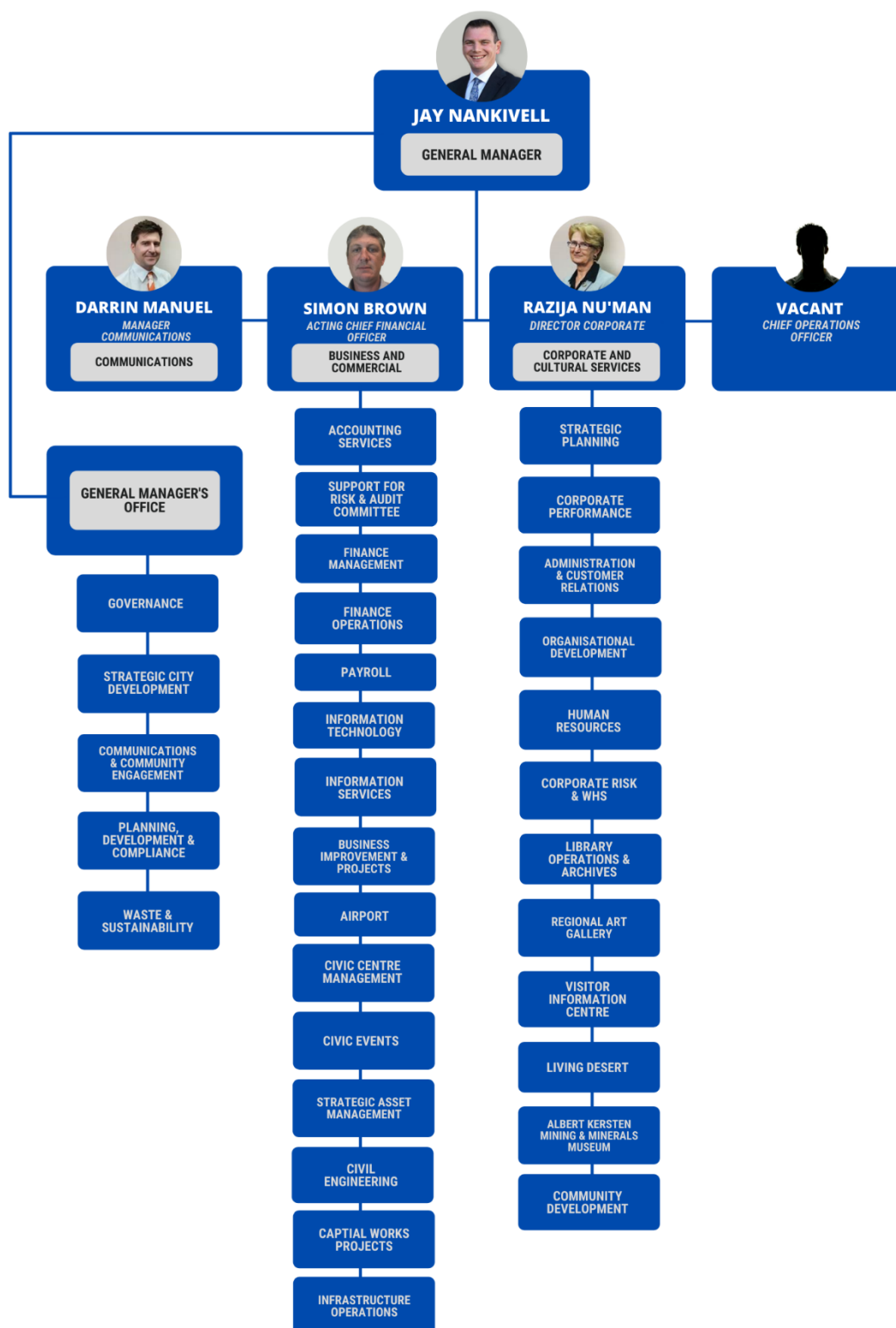
COUNCIL S355 COMMITTEES	
Committee Name	Delegates
Alma Oval Community Committee At least 1 x Councillor	Councillor Algate Councillor Gallagher
Broken Hill Heritage Committee 5 x Councillors	Mayor Turley AM Deputy Mayor Adams Councillor Browne Councillor Clark Councillor Page
Broken Hill Regional Art Gallery Advisory Committee 2 x Councillors	Councillor Licul Councillor Clark
BIU Band Hall Community Committee At least 1 x Councillor	Councillor Licul
E.T. Lamb Memorial Oval Community Committee At least 1 x Councillor	Councillor Gallagher
Friends of the Flora and Fauna of the Barrier Ranges Community Committee At least 1 x Councillor	Councillor Browne
Memorial Oval Community Committee At least 1 x Councillor	Councillor Gallagher
Norm Fox Sportsground Community Committee At least 1 x Councillor	Mayor Turley AM Councillor Algate
Picton Sportsground Community Committee At least 1 x Councillor	Deputy Mayor Adams Councillor Licul
Riddiford Arboretum Community Committee At least 1 x Councillor	Councillor Browne
OTHER COMMITTEES	
Committee Name	Delegates
Association of Mining Related Councils 1 x Councillor	Councillor Nolan Councillor Page (Alternate)
Australia Day Advisory Group 4 x Councillors	Deputy Mayor Adams Councillor Browne Councillor Gallagher Councillor Kennedy
Australian Floodplains Association Mayor + Alternate	Mayor Turley AM Councillor Browne (Alternate)
Australian Mining Cities and Centres Alliance Mayor + Deputy Mayor (Alternate)	Mayor Turley AM Deputy Mayor Adams (Alternate)
Audit, Risk & Improvement Committee 3 x Councillors	Mayor Turley AM Councillor Nolan Councillor Gallagher
Asset Naming Committee 5 x Councillors	Deputy Mayor Adams Councillor Browne Councillor Licul Councillor Algate Councillor Clark
Broken Hill Lead Reference Group 1 x Councillor	Councillor Browne
Broken Hill Liquor Accord 1 x Councillor	Councillor Gallagher
Broken Hill Traffic Committee 1 x Councillor (observer only)	Councillor Browne
Broken Hill ClubGRANTS Committee 2 x Councillors	Councillor Nolan Councillor Kennedy

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

ORGANISATION STRUCTURE AND EXECUTIVE LEADERSHIP TEAM

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

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



HOW TO READ THE ANNUAL REPORT

FOLLOWING OUR PROGRESS

This Annual Report is divided into three sections:

SECTION 1: REPORTING OUR PROGRESS

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

KEY DIRECTION 1 – OUR COMMUNITY

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

KEY DIRECTION 2 – OUR ECONOMY

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

KEY DIRECTION 3 – OUR ENVIRONMENT

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

KEY DIRECTION 4 – OUR LEADERSHIP

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

DISABILITY INCLUSION ACTION PLAN PROGRESS

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

SECTION 2: STATUTORY REPORTING REQUIREMENTS

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

SECTION 3: FINANCIAL STATEMENTS

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

SECTION 1: REPORTING ON OUR PROGRESS

Integrated Planning and Reporting

A framework for strategic and sustainable local government

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

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

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

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

Community Strategic Plan

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

Resourcing Strategy

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

Delivery Program

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

Operational Plan

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

Annual Report

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

KEY DIRECTION 1 – OUR COMMUNITY

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



ACHIEVEMENTS IN OUR COMMUNITY

KEY HIGHLIGHTS - People in our community are in safe hands

HEALTH ADMINISTRATION AND INSPECTIONS

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

FOOD BUSINESS ASSESSMENT OUTCOMES

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

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

Outcomes for non-compliance for 2020/21:

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

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

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

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

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

KEY HIGHLIGHTS - Our community works together

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

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

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

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

RECONCILIATION ACTION PLAN 2020-2022

- Council completed its second

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

Aboriginal Community Working Party.

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



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

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

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

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

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

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

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

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

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

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

YOUNG LEADERS WIN BIG IN HEYWIRE

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

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

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

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

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

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

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

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

HEALTH AND WELLBEING ACTIVITIES FOR SENIORS

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

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

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

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

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

KEY HIGHLIGHTS - Our history, culture and diversity is embraced and celebrated

DIGITISATION OF ART AND MINERAL COLLECTIONS

A total of 2,834 items were digitised throughout the digitisation project, including 1,909 Broken Hill Regional Art Gallery items of prints, paintings, drawings, photographs, mixed



media, sculptures, decorative arts, fibre/textile, multimedia, 883 items from the Albert Kersten Mining & Minerals Museum mineral collection and 42 Council public art assets.

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



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

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

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

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

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

CHRISTMAS DECORATIONS - The City's Town Square Christmas Display

received a makeover for Christmas 2020.

Council purchased and installed a five-metre Christmas tree with lights and decorations, capped with a large LED star.



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

The decorations were

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

STARS AND LOCALS GIVE THE GIFT OF SONG

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

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

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



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

SKY LIT UP FOR NEW YEAR'S EVE

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

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

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

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

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

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

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



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

BROKEN HILL REGIONAL ART GALLERY

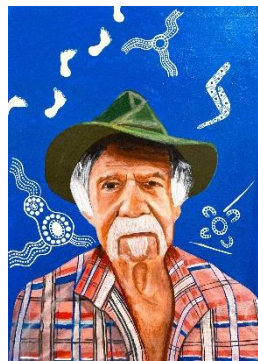
- Despite COVID-19 restrictions, the Gallery presented a suite of carefully curated exhibitions and programs throughout 2020/21.

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

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



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



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

ALBERT KERSTEN MINING & MINERALS

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

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

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

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

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

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

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

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

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

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

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

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

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

OUTREACH LIBRARY SERVICES

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

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

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

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

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

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

Project Credits:

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



BROKEN HILL CULTURAL PLAN 2021-2040

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

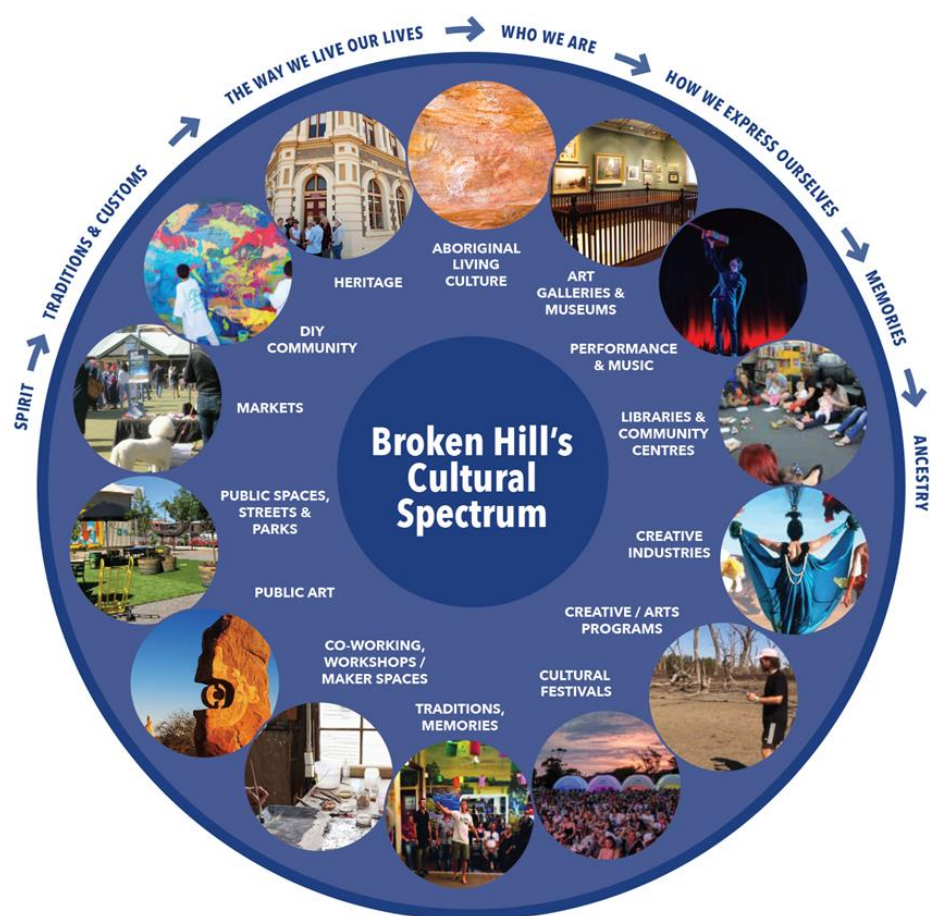
Culture means many things to many people and it can be a difficult concept to define. In the broadest sense, culture is about who we are and the ways we live our lives – our knowledge, beliefs, behaviours, traditions and community spirit. Culture is also about arts, heritage, events and creative expression.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

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

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

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

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



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

KEY HIGHLIGHTS - Our built environment supports our quality of life

BROKEN HILL LOCAL STRATEGIC PLANNING STATEMENT 2020-2040

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

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

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

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

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

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

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

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

ACTIVE TRANSPORT PLAN IMPLEMENTATION

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

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

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

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

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

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

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

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

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

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

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

ROADWAYS ANNUAL WORKS PROGRAM

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

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

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

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

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

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

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



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

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

QUEEN ELIZABETH PARK REDEVELOPMENT

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

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

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

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

Council hope to have the project finished in November 2021.

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

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

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

ACHIEVED

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

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

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

- Implementing Smart Parking within the Airport car park.

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

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

Developed and implemented a Customer Contact and Call Centre by:

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

Celebrated history, culture and diversity by:

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

Supported the Reconciliation Movement by:

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

Engaged with key community sectors via Community Round Table by:

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

Advocated for funding and investment for Community Development Projects by:

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

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

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

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

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

ACHIEVED

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

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

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

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

Developed interstate and regional partners to maximise tourism opportunities by:

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

Ensured our built environment supports our quality of life by:

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

Advocated to secure funding for heavy vehicle bypass road by:

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

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

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

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

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

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

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

IN PROGRESS

Complete investigation to extend Cemetery grounds:

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

Undertake Customer Relations Satisfaction Survey:

- Processes are being developed and scheduled to undertake a Customer Relations Satisfaction Survey in 2020/21.

Develop the Broken Hill Cultural Precinct, Library and Archive:

- Continue to pursue funding.
- Project Manager awarded for construction, awaiting funding for implementation of project.

Finalisation of Library Business Plan:

- Draft Library Business Plan developed. Due to postponement of Local Government elections, final Council endorsement will be carried out in 2021/22.

Finalisation of Strategic Business Plan and review of Policies for Museum:

- Draft Albert Kersten Mining & Minerals Museum Strategic Business Plan and Policies to be further developed and adopted in 2021/22.

IN PROGRESS

Digitisation of City's archival assets:

- Archivist contract approved for audit and preparation of collection cataloguing for digitisation in Axiell EMu database will continue in 2021/22.

Development of a City-wide Cultural Plan:

- Adoption of Draft Broken Hill Cultural Plan 2021/2040 resolved by Council September 2021.

Investigate option for a multi lot subdivision at the Broken Hill Airport:

- Further investigation to develop an Airport Commercial Precinct to be undertaken in 2021/22.

Review of Broken Hill Development Control Plan:

- Review of Broken Hill Development Control Plan to be finalised in 2021/22.

Develop Asset Management Plan - Roads and Footpaths:

- Asset Management Plan is in draft and will be further developed in 2021/22.

Develop Asset Management Plan – Parks and Open Spaces:

- Asset Management Plan is in draft and will be further developed in 2021/22.

Develop Asset Management Plan - Buildings:

- Asset Management Plan is in draft and will be further developed in 2021/22.

Develop Fleet Asset Management Plan:

- Asset Management Plan is in draft and will be further developed in 2021/22.

Develop and implement a master plan for Norm Fox Oval Precinct:

- E.P. O'Neill Memorial Park Master Plan to further developed in 2021/22.

Develop and reactivate Queen Elizabeth Park with the relocation of the Picnic Train:

- The Picnic Train has been relocated to Elizabeth Park and further development of Queen Elizabeth Park to be undertaken in 2021/22.

UPCOMING

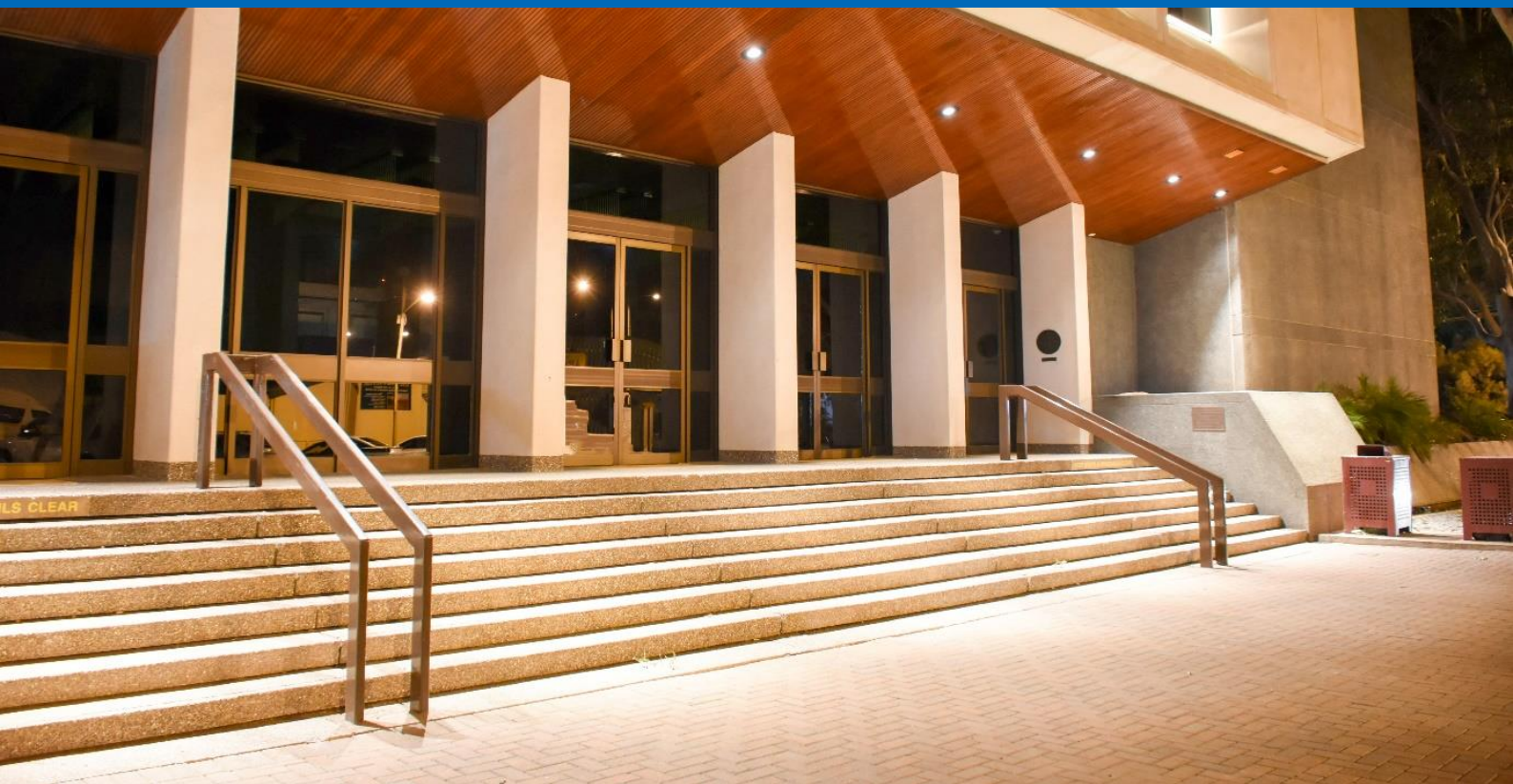
Advocate for and recognise Volunteerism.

Support the Reconciliation Movement.

Develop Council assets to promote outdoor recreation, exercise and mobility for families.

KEY DIRECTION 2 – OUR ECONOMY

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



ACHIEVEMENTS IN OUR ECONOMY

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

CIVIC CENTRE - Business events conducted at the Civic Centre continued to grow during 2020/21, with several government agencies and organisations using the Civic Centre function rooms as regular clients.

Through refurbishment, the function rooms have delivered on the vision of becoming a contemporary multi-purpose space and have been instrumental in the success of the Civic Centre.

As a result of COVID-19 restrictions, the Civic Centre gained new clients who used the Civic Centre to meet COVID-19 restrictions and continued to do so, due to the resourcing and customer service delivery of the Centre.

The Civic Centre technology has also come to the fore, allowing for streaming and recording of functions, to extend viewing beyond the allowed numbers attending in person at the venue.

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

The Centre also continued to build on its capacity to attract major productions to the City with A Taste of Ireland, Ian Moss, the Melbourne International Comedy Festival Roadshow and the hugely popular Bluey, The Stage Show all taking to the stage in the first half of 2021, following rescheduling and postponement throughout 2020.

BUSINESS FORUMS – With the announcement that the nationally significant event, the Broken Hill Mundi Mundi Bash, would be held in the region in August 2021, consolidated plans for Council to reintroduce business industry forums were implemented to bring businesses together to discuss opportunities and seek solutions to challenges facing the sector.

Without a Chamber of Commerce in the City, Council organised two business network events, prior to COVID-19 restricting the opportunity for face to face gatherings.

Mundi Mundi Bash Managing Director, Greg Donovan, joined the Council economic development and tourism team at the first meeting in May, to talk about the impact of 10,000 visitors to the City. Over 80 people attended the first meeting and a similar number attended the second in June.

It is envisaged that these forums will continue to be a monthly event, once COVID-19 restrictions are lifted, giving businesses the opportunity to collaborate and network with Council and each other.

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

VISITOR INFORMATION CENTRE

- During 2020/21 the Visitor Information Centre staff established several new formats to assist visitors.

Visitor Information Outlets were established around Broken Hill, after identifying the need to make hard copy visitor information available outside of the Visitor Information Centre.

Appropriately branded furniture stocked with visitor guides, City maps and other relevant information was set up in several Council facilities and other key traffic areas, including Council Administrative Centre, Library, GeoCentre, Regional Art Gallery, Living Desert, Airport and Broken Earth Cafe.

Additionally, a COVID-19 safe collection point was set up at the Visitor Information Centre for after hour collection of visitor information. This has proven very popular and ensures visitors have access to information outside of business hours.

Live Chat functionality was established for prospective visitors to the region. Visitors can now talk directly with Visitor Information Centre staff using the live chat function (provided by Facebook Messenger) on Broken Hill's tourism website (Destination Broken Hill) and the Visitor Information Centre pages on Council's website.

HERITAGE WALK TOUR DONATIONS - The volunteer group conducting the Heritage Walk Tours donated \$8,000 to local charities and Not-for-profit organisations. This money was raised over the last five years from donations by visitors to town. Some of the funds raised were also used to install additional seating in front of the Syndicate of Seven busts outside the Council Chamber.



FILM - The 2020/21 year was a difficult one for film however, Council continued to work closely with the industry and supported several projects including:

- Movie – Carmen
- Network 10 shows - the Amazing Race and the Living Room
- ABC series - Total Control (due for release in late 2021) and
- Channel 7 series - RFDS

Council's film liaison, risk, airport, cemetery and infrastructure teams worked closely with all production teams, to ensure a COVID-19 safe film environment.

Council continues working with the team from Mad Max Furiosa, to ensure a successful filming in the City and region in 2022.

Council also invested in a major feature in the industry magazine Inside Film Australia 101 – The Complete Guide to Making Film and TV “Down Under”. The package also included a full page advertisement in Inside Film May edition listings in the Production Book.

IT'S OUT THERE MARKETING CAMPAIGN - In 2019/20, Broken Hill City Council, Central Darling Shire Council, Destination NSW and Destination Country and Outback formed a marketing collaboration to promote Broken Hill and Far West NSW. The 'It's Out There' campaign, championed the quirky and diverse experiences the region has to offer.

In 2020/2021, Council funded an extension of this campaign with a further two bursts focussing on the Broken Hill and Silverton Experience.

Despite the challenges of 2020, the Broken Hill and Central Darling campaigns delivered 209,806 unique visits to visitnsw.com and 66,107 leads to industry operators over the four bursts of activity. Public relations activity extended audience reach and engagement; and coverage was valued at more than \$1.7M.

The campaign successfully delivered +11% shift in appeal, +16% growth in consideration and +10% increase in intention to visit Broken Hill and the Central Darling as a holiday destination.



KEY HIGHLIGHTS - A supported and skilled workforce provides strength and opportunity

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

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

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

During 2020/21, Council has seen eight female staff graduate from the Compass Women in Leadership Program.

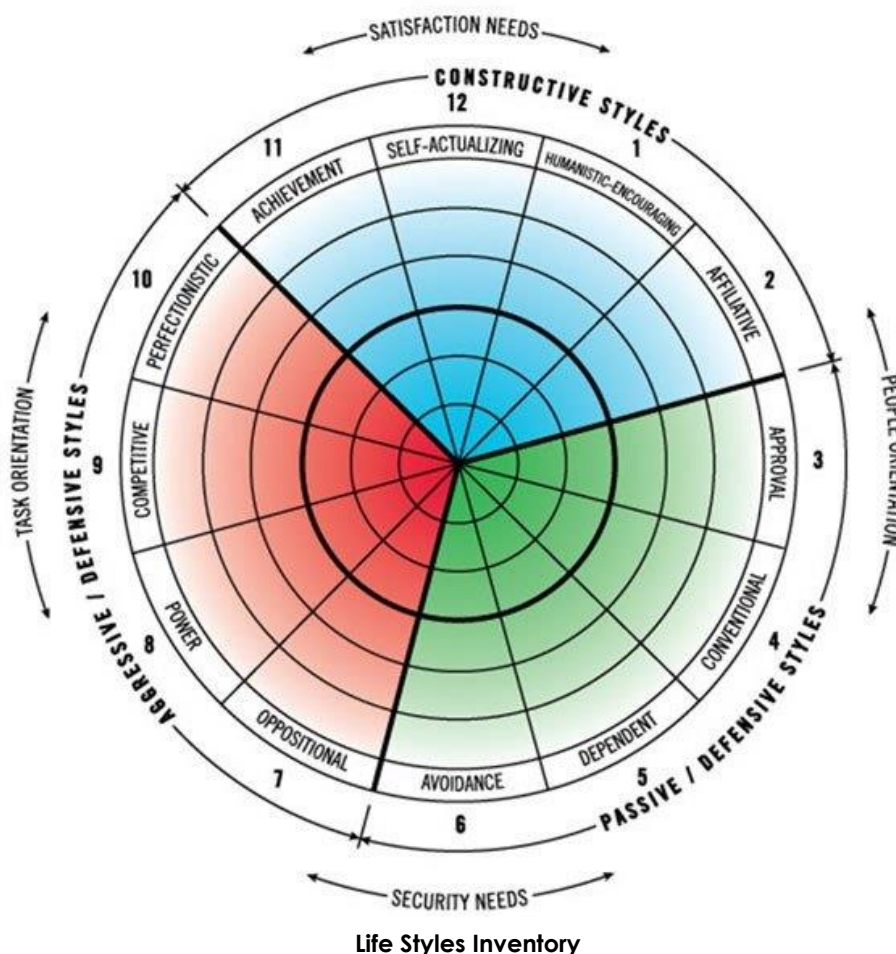
EVENT MANAGEMENT SCHOLARSHIP

- Council's expertise in hosting large events received a further boost after its Events & Partnerships Officer, Shannan Botten, was 1 of 12 selected by the NSW Government, to receive a Diploma of Event Management scholarship.

Funded by the NSW Government, the scholarships aim to help upskill and create more job opportunities for rural and regional NSW communities.

The initiative is part of the NSW Government's Regional Conferencing Strategy and Action Plan, which includes a partnership with Meetings & Events Australia (MEA).

The 12 recipients were selected by a panel, which included representatives from the NSW Government's tourism and major events agency, Destination NSW, MEA and the six Destination Networks.



ACHIEVED

Ensured Council's Workforce Management Plan reflects the needs of the organisation by:

- Undertaking annual Performance Reviews and updating training and development plans with employees.
- Reviewing Workforce Management Plan 2020-2024 in preparation for Local Government elections.

Advocated for Airport upgrades in line with Advocacy Strategy and Airport Business Case by:

- Including Airport upgrades in Council's Advocacy Strategy.
- Submitting funding applications for Stage 2 upgrades for Airport.

Advocated for Broken Hill and Far West as a centre for renewable energy by:

- Seeking to understand capacity to expand electricity grid by obtaining feedback on opportunities and constraints associated the development of a solar array and storage system to reduce the demand on the electricity grid during peak hours.
- Adopting a Renewable Energy Action Plan, to assist Council buildings to be 100% powered by renewables by 2023 and the City more broadly by 2030.

Increased digital communication network through projects outlined in Smart Communities Framework by:

- Installing a total of 29 Smart Bins within the CBD and outlying areas.
- Installing Smart Paid Parking at the Broken Hill Regional Airport.
- Facilitating the installation of new LED streetlights in partnership with Essential Energy.

Advocated for incentives and initiatives that support business and industry to expand by:

- Collaborating with Business and Industry to attract investment through:
 - Meeting with Department of Regional NSW and agencies to discuss investment.
 - Supporting Tourism Industry stakeholder forums.
 - Meeting with members of Broken Hill Alliance to discuss business and industry.

Worked closely with the newly established Far South West Joint Organisation for successful regional outcomes by:

- Supporting the Joint Organisation CEO and Council members to drive the Far South West Joint Organisation initiative, using technology assisted discussions and meetings. Broken Hill plays a major role in the success and running of the Far South West Joint Organisation.

Promoted a strategic approach to improve transport services by:

- Advocating for improved air and rail services for the City through regular discussions with State and Federal Government. COVID-19 is having a dramatic impact on the feasibility of increasing services due to reduced demand and travel restrictions.

Ensured Heritage Festival continues to grow and become nationally recognised by:

- Planning, promoting and undertaking the 2020/21 Heritage Festival during April 2021.

Developed the Visitor Experience by:

- Marketing the third year of the It's Out There Marketing Campaign for Broken Hill, Central Darling Shire and Destination NSW in collaboration with Destination NSW and Destination Country and Outback.

Developed the Civic Centre to be a self-sufficient profit making enterprise by:

- Developing and implementing a Civic Centre Business Plan

Ensured the Library supports formal and informal learning by:

- Providing technology and resources to support health and wellbeing through access to the Central West Zone online BorrowBox "Mindful and Well-being" collection.
- Reviewing and developing digital literacy programs.
- Provision of online digital resources to enhance 24/7 online Library service during COVID-19 pandemic restrictions.

Fostered partnerships with tertiary institutions to bring scarce skills to the City by:

- Exploring grant opportunities for Apprenticeships, School-based Traineeships and Aboriginal and Torres Strait islander youth programs.

IN PROGRESS

Develop an Affordable Housing Strategy:

- An Affordable Housing discussion paper and action plan has been developed by the 'Our Economy' Key Direction Working Group. An Expression of Interest is being prepared to develop a Strategic Housing Strategy for the City in 2021/22.

Expand available industrial land:

- Discussion raised with representatives of NSW Government and will continue in 2021/22.

Implement Business and Industry Support Strategy:

- Business and Industry Support Policy placed on public exhibition in April 2021. Business and Industry Support Policy to be further developed and adopted in 2021/22.

Develop Business Plan for Visitor Information Centre:

- Visitor Information Centre Business Plan to be finalised and adopted in 2021/22.

Develop Marketing Plan for Civic Centre:

- Civic Centre Marketing Plan to be finalised and adopted in 2021/22.

UPCOMING

Advocate for affordable housing.

Advocate Broken Hill and Far West as a centre for renewable energy.

Advocate for incentives and initiatives that support business and industry to expand.

Develop the visitor experience.

KEY DIRECTION 3 — OUR ENVIRONMENT

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



ACHIEVEMENTS IN OUR ENVIRONMENT

KEY HIGHLIGHTS - Our environmental footprint is minimised

RENEWABLE ENERGY ACTION PLAN

- Broken Hill City Council has a welcoming approach to renewable energy developments and is committed to its position as a regional advocate to secure government and industry support to grow the region's renewable energy industry.

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

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

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

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

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

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

WASTE MANAGEMENT AND RECYCLING

- Waste Reduction Projects carried out during 2020/2021 included:

- Annual Household Chemical Cleanout;
- Waste Reduction Media Campaign in partnership with Netwaste;
- Recycle Right Competition;
- Garage Sale Trail;
- Waste to Art; and
- Clean Up Australia Day.

The Community Recycling Centre continued to improve the recycling capability of the Waste Management Facility with commingled recyclables increasing during 2020/21.



A total of 1,575 tonnes of comingled recyclables was received, an increase of 23% from the previous reporting year, with weighbridge software being installed in 2021 to improve reporting accuracy.

An Expression of Interest was published on Vendor Panel for Resource Recovery at the Broken Hill Waste Management Facility.

Nine responses were received of which two were able to be selected for the management/collection of tyre shredding and scrap metal collection. Additional waste stream recovery opportunities continue to be investigated.

A new Caterpillar 826K Landfill Compactor was acquired and began operating at the Waste Management Facility in October 2020.

In the first 7 months of operation, a noticeable improvement was made with the annual landfill survey identifying an additional 10,000m³ of available space at the Waste Management Facility and therefore potentially significantly increasing the life of the Facility.

ILLEGAL DUMPING CAMPAIGN - An illegal dumping campaign, funded by the NSW Environmental Protection Authority, commenced in 2021 to encourage the use of the EPA's RIDonline system to report illegal dumping.



RIDonline is a database used by councils and government agencies across NSW to record and manage illegal dumping incidents.

When you report via RIDonline, Council is sent an email alert about the incident so we can respond.

When illegal dumping is reported, you help the EPA and Council:

- protect human health and the environment;
- detect and penalise dumpers;
- find and clean up dumped waste;
- identify dumping hot spots so we can develop strategies to prevent this behaviour in future in the local area



The Reporting Illegal Dumping Online reporting system can be found via this link <https://ridonline.epa.nsw.gov.au/#/home>.

TIDY TOWNS – As part of caring for our environment, the Tidy Towns Committee regularly conducted clean-up activities throughout 2020/21 in a bid to reduce litter in and around our City.

This small group of dedicated Committee members and volunteers worked tirelessly picking up litter in our parks, cemetery and roadways.

SUSTAINABLE CITIES TIDY TOWNS AWARDS

2020 - During 2020/21, Council supported the Broken Hill Tidy Towns Committee to submit entries to the Keep NSW Beautiful Blue Star Sustainable Cities Awards Program. Broken Hill's success in these awards, is an example of the Tidy Towns dedication to the local environment and a recognition of the City as a sustainable community.

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

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

WINNER: Environmental Communication - Award - Population Category D

- Greening the Hill Mk2 - The Call to Action, Landcare Broken Hill.

WINNER: Circular Economy Award

Population Category D - Lifeline Broken Hill Country to Coast Tip Shop.

WINNER: Waste Less, Recycle More Award

- Population Category D - Lifeline Tip Shop Recycling Centre, Lifeline Country to Coast from Broken Hill.

WINNER: Community Spirit and Inclusion

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

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

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

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

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

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

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

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

DEVELOPMENT APPLICATIONS - Council determined 172 Development Applications during 2020/21.

The value of works for approved Development Applications totalled over \$34.7M. This included:

- \$13.5M value of works for Commercial/Industrial developments
- \$7.3M value of works for Residential Dwellings and additions/alteration developments
- \$13.2M value of works for Public/office developments

Of the 172 Development Applications determined, 95% of these were determined during the required statutory period of 40 days.

Council's Planners carried out over 200 inspections related to Development Applications during 2020/21. Inspections included pre-application inspections, initial site inspections and completion/final inspections.

BUILDING AND CERTIFICATION SERVICES

- During 2020/21, Council's Building Surveyor (and supporting temporary contractors) carried out 285 building inspections. This included inspections of all stages of building work on a range of building types, including inspections of frames, concrete slabs, waterproofing in bathrooms and more.

Council's Building Certifiers determined 100 applications for a Construction Certificate and 37 Occupation Certificate applications.

HERITAGE STRATEGY – Council adopted the Heritage Strategy 2020-2023, in February 2021. The purpose of Council's Heritage Strategy is to provide a summary of strategies that will be employed to guide heritage management in the City.

The Strategy is prepared to meet the requirements of the New South Wales Heritage Office three-year funding agreement, to support local government heritage management in New South Wales.

The NSW Heritage Office document "*Recommendations for local council heritage management*" was used by Council to inform the preparation and updating of the Heritage Strategy.

This document provides a framework of nine recommendations for heritage management. These nine recommendations are reflected in Council's Heritage Strategy 2020-2023.

HERITAGE ADVISORY SERVICE - During 2020/21, Council's Heritage Advisory Service received 46 matters, which were referred to the Heritage Advisor for specialist advice in relation to heritage implications with proposed developments.

Council's Heritage Advisor provided specialist advice in relation to major developments such as the new Police Station, as well as free advice to numerous property owners and developers, such as design solutions and heritage paint schemes, regarding both substantial and minor works.

MUSEUM ADVISOR PROGRAM - Dr Kate Gahan is Council's Museum Advisor. An accomplished historian and curator, who visited Broken Hill during 2020/21 to provide a Museum Advisor Program.

Key facets of the Museum Advisor Program have included:

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

The Museum Advisor Program also included the provision of advice and support to the staff and operation of the Albert Kersten Mining & Minerals Museum and the Outback Archives.

Dr Gahan has also provided input into the current Cultural Plan process, especially advising on how museums are implicated in future cultural planning.

ACHIEVED

Reviewed Waste Management Strategy and implemented actions to reduce environmental footprint by:

- Providing community education to support the ongoing management of the Waste Transfer Station through Council website, social media and placement of signage to assist the public to use the Waste Transfer Station.
- Weighbridge Operators providing information to assist the community to use the Waste Transfer Station.
- Investigating potential for purchase of multi-purpose shredder and providing specific information regarding machinery requirements and costings.
- Investigating potential for increased recycling options at the Waste Management Facility resulting in expressions of interest received for resource recovery in green waste, tyre shredding, scrap metal and weigh bridge.

Implemented outcomes outlined in Sustainability Strategy by:

- Developing and implementing water maintenance programs for all irrigated grounds.
- Investigating potential activities that may be supported through the Emissions Reduction Fund resulting in identifying alternative treatment of organic waste with several potential partners identified for further exploration.
- Adopting the Renewable Energy Action Plan to:
 - Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of hybrid vehicles as part of fleet replacement.
 - Inform the further development of the energy efficiency guidelines for Council buildings and facilities.

Reviewing and implementing outcomes identified in the Noxious Weeds Program resulting in:

- Implementing the Western Land Services Weeds Management program and eradicating identified noxious species.

Investigated strategies from the Cultural Framework for greening the City resulting in:

- Trialling installation of mature trees in priority areas of the City with the Successful planting and uptake of 45L and 100L species in various locations.
- Auditing of all tree attributes and purchasing Tree Plotter software to record the health and risk assessment of trees. Reports from software used to prioritise the removal and replacement of trees.

Protected and enhanced natural environments by:

- Developing the Tree Management Plan.
- Installing new accessible bench seating, picnic furniture and a drinking water fountain within the Riddiford Arboretum.

IN PROGRESS

Investigate potential for increased recycling options and major material recycling facility:

- Expressions of Interest received and further investigations into major recycling facility to continue in 2021/22.

Develop partnerships to encourage local businesses to implement waste reduction measures:

- Further development of partnerships to continue through the development of Resource Recovery Strategy in 2021/22.

Develop guideline for including energy efficiency in the planning of Council buildings:

- Council's Renewable Energy Action Plan will inform the development of energy efficiency guidelines in 2021/22.

Develop Plans of Management for Crown Reserves:

- Development of Plans of Management for Crown Reserves, including Living Desert Flora and Fauna Sanctuary will continue in 2021/22.

UPCOMING

Investigate potential for increased recycling options.

Develop guidelines and partnerships to encourage waste reduction measures.

Investigate installation of electric car chargers in public places.

Program to replace dead trees within the City.

ACHIEVEMENTS IN OUR LEADERSHIP

KEY HIGHLIGHTS - Openness and transparency in decision making

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

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

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

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

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

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

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

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

In 2020/21, Council had budgeted for a return to pre-COVID conditions for revenue and expenditure assumptions for the 2022 Financial year.

Council showed foresight in taking advantage of T-Corp's lending opportunity to safeguard Council's workforce and stimulate the local economy through major liveability and amenity improvement projects.

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

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

PROCUREMENT FRAMEWORK - In 2020, Council undertook a full review of its Procurement Policy and Procedures to develop a new Procurement Framework and Policy. The review ensured that the new Framework and Policy were industry best practice, complied with the *Local Government Act 1993, Local Government (General) Regulations 2005* and Tendering Guidelines; and in essence acted as a 'one stop shop' for staff to access and understand all steps necessary for appropriate procurement.

The Procurement Framework and Policy set the ethical ground rules and requirements outlined in the *Local Government Act 1993* and *Local Government (General) Regulations 2005*, for all business dealings between Broken Hill City Council and business partners. Furthermore, the Policy is based on the underlying principles of Councils' Code of Conduct and Statement of Business Ethics.

The Framework and Policy outline the guiding principles for Council in its procurement function, including purchasing, purchase cards, tendering, contract management, payments and asset disposal, relating to the acquisition and use of goods and services and to assist in:

- Ensuring best value for money and cost effectiveness.
- Meeting the needs of the community.
- Ensuring integrity, transparency and probity.
- Promoting economic, social and environmental sustainability.
- Promoting Indigenous procurement.
- Promoting good management practices.

As the procurement function is high risk in terms of corruption, Council has put in place tight rules and processes within the Framework and Policy. The Framework outlines the standards required for any procurement activity and includes procedural documents to be read in conjunction with the Policy, to ensure a transparent probity driven process, that can withstand any scrutiny.

To ensure a standard purchasing approach and that Council is protected in all aspects of purchases and contracts, Council has included in the Framework, a suite of standard contracts covering all thresholds and areas of purchasing.

The Procurement Framework and Policy was endorsed by Council and implemented in 2020/21, to ensure that Council's procurement processes are cost effective, follow best practice principles and are documented in a way that all staff and other stakeholders are aware of their responsibilities when engaging in procurement activities for Council.

INTERNAL AUDITING - Internal audit is an independent, objective assurance and consulting activity designed to add value and improve Council's operations.

It helps Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

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

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

During 2020/21, a total of six audits were completed:

- Councillor Expenditure
- Airport Transport Security
- Building and Development Applications
- Airport Revenue
- Management of Community Facilities and S355 Committees
- Project Management

From the six Audits, 49 improvement actions were identified and seven of those actions were completed, with another 18 actions commenced.

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

By adopting a values-based leadership approach, Council aimed to ensure that the Values were more than words and were visible in our leaders' actions.

Leaders developed a greater understanding of what it takes to be an effective leader, understanding character strengths, constructive leadership styles and emotional intelligence.

The Leadership Program was delivered in quarterly workshops, through individual coaching and via webinars. Both the Executive Leadership Team and Senior Management Team completed phase two in this development program with sessions covering the LG NSW Capability Framework principles relating to "Building Team Capability".

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

HAIL DAMAGE INSURANCE CLAIMS – In November 2016, Broken Hill experienced a severe hailstorm that caused extensive damage to many Council owned buildings and structures with metal roofs and/or roof mounted plant and equipment.

The roofing, plant and equipment on many of these buildings and structures required replacement or repair, to restore them to their pre-damaged operational state.

During 2020/21, works were completed at the following locations:

- Aged Person Rest Centre
- Alma Oval
- North Family Play Centre
- Broken Hill Regional Aquatic Centre
- Broken Hill Regional Airport
- Albert Kersten Mining and Minerals Museum
- Broken Hill Civic Centre

- Sport and Recreation Centre
- Mulga Creek Wetlands - Pump Shed
- Store and Youth Centre
- South Community Centre
- SES Building
- O'Neill Park
- Apex Park
- HACC Disability Services Building and Burke Ward Post Office
- AJ Keast Park
- Soccer Oval Assets
- Queen Elizabeth Park
- Tourist Traveller Centre and Bus Shelter
- Lions Reserve
- Sturt Park
- Duke of Cornwall Park
- Amenities - Roundhouse Toilets
- Art Gallery - Public Programs/Crate Store
- Administration Building and Council Chambers

Consideration was also given to the heritage significance of all buildings and structures under roof replacement or repair.

Other sites impacted by hailstorm damage will have repair work undertaken in the first half of 2021/22, due to pre-existing events and programs.

SERVICE REVIEWS - Service Reviews continue to progress across several Council service areas. Executive Support Service Review was successfully completed and formally reported to Management during 2020/21.

Service Reviews that were also progressed during 2020/21 included:

- Garage Operations; and
- Fleet Management.

Service Reviews provide Council with an opportunity to:

- Systematically review processes;
- Benchmark services for best practice; and
- Embrace technology across its many service areas.

They also provide Council with tangible data to ensure services align with available resources, for efficient operation and delivery of services for the community.

Some key outcomes for 2020/21 included:

- Reduced reactive vehicle maintenance;
- New/updated equipment for the garage; and
- Increased focus on safety.

COMMUNITY ASSISTANCE GRANTS PROGRAM ROUND 1 OF 2020/21		
COMMUNITY ORGANISATION	ACTIVITY/EVENT/PROGRAM	GRANT \$
Silverlea Early Childhood Services Inc	Defibrillator, new windows and change table	8,646.00
Sulphide Street Railway and Historical Museum	New landings and stairs to the Comet	4,232.00
Broken Hill Repertory Society Inc	Insurances and land rates	5,000.00
AFL Broken Hill	Upgrade female public toilets	17,255.00
Landcare Broken Hill	Multimedia projector	1,200.00
Broken Hill Aquatic Swimming Club	Swimming carnival programs, upgrade to carnival caravan	2,610.91

TOTAL \$38,943.91

COMMUNITY ASSISTANCE GRANTS PROGRAM ROUND 2 OF 2020/21		
COMMUNITY ORGANISATION	ACTIVITY/EVENT/PROGRAM	GRANT \$
Clontarf Foundation	Purchase trailer for camps	2,594.55
Broken Hill Golf Club	Rates subsidy	6,000.00
Broken Hill Community Inc	Upgrade to rainwater tank system	10,000.00
North Broken Hill Bowling Club	New sign board	660.00
Compass Housing	BBQ Trailer for 123 Community HUB	5,000.00
Under the Silver Tree Cooperative Bookshop	New laptop computer	1,645.00
Broken Hill Desert Rats Rod & Custom Car Club Inc	Spectator fence at Broken Hill Motor Sport facility	7,500.00
Broken Hill Community FM Association Inc	Replace UPA batteries qt 2DRYFM	1,090.55

TOTAL \$34,490.10

GRANTS RECEIVED 2020/21

In 2020/21, Council continued to apply for State and Federal grant funding for significant projects designed to improve the liveability of the City and deliver activities to engage the community.

Received from	Funding for	Amount
NSW Crown Reserves Improvement Fund Program	Redevelopment of Queen Elizabeth Park	\$876,645
Federal Drought Communities Program	Lighting of Alma Oval and Norm Fox Soccer Oval	\$1,000,000
NSW Streets as Shared Spaces	Play and Stay Pop Up Arboretum at the Broken Hill Art Gallery	\$30,000
NSW Resources for Regions Round 7	O'Neill Park Upgrade	\$1,993,583
NSW Small Business Month	Small Business Workshop held in partnership with Foundation Broken Hill	\$2,000
NSW Government / Far South West Joint Organisation Tourism Project	CBD Masterplan, Cultural Strategy and Wayfinding Project	\$1,000,000
NSW Family and Community Services	Youth Week 2020 Program	\$1,353
Regional Growth Fund	Summerbreak Programme for the SummerDayz	\$7,211.93
Women's Week Grant Program	Connect and Reset workshops	\$3,170

COMMUNITY STRATEGIC PLAN - Community Strategic Plans are created or revised every four years in line with NSW Council elections and are adopted in the period after elections take place, according to NSW Government legislation.

The Community Strategic Plan (CSP) is informed by the residents' priorities and aspirations for the future of the LGA. This information is gathered throughout a range of engagements with the community and reflects other local business and other plans. Council develops and writes the CSP as it is the highest-level plan of any Council and all other Council plans are influenced by the actions in the CSP.

In preparation for the next term of Council, engagement sessions with the community took place between March 2020 and June 2021, as primary research in the preparation for a new Community Strategic Plan.

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

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

These sessions included those involved in economic development, business, industry, the social sector, young people, arts and history, volunteers and others. Further community engagement has been undertaken at pop up sessions conducted by Council staff and two online surveys were completed. All information collected is included in the redevelopment of the CSP.

COMMUNITY ENGAGEMENT - A shady escape from concrete and asphalt – In October 2020, residents were invited to escape the heat of the CBD and have a say on the City's future at the pop-up arboretum installed next to the Broken Hill Regional Art Gallery. The temporary 'Stay and Play Arboretum' was funded by the NSW Government through the Streets as Shared Spaces program.

The pop-up arboretum featured various furniture, shade from trees and umbrellas; and using artificial grass, colour and natural timbers in the furniture, it offered a restful environment for people to use. It provided an opportunity to sit and relax, with some temporary respite from the concrete and asphalt.

The wall of the Art Gallery facing the arboretum featured a major temporary artwork, bringing bright colour and contemporary themes to the area. Hopscotch games were also chalked on the adjacent footpath for people of all ages to play.

The arboretum hosted a range of engagement activities, with Council taking the opportunity to ask users for their feedback on the area and if they would like to see another arboretum activated elsewhere in the City in future. An art activation took place based on the 'Wish Tree' concept by Yoko Ono, with locals creating tags stating their wish for the community and their feedback on the space; and tying them to a tree or umbrella.

Central Business District (CBD) Masterplan design firm TCL hosted an informal engagement session in the arboretum, for residents to meet the team and pass on what they'd like to see for the future of the CBD.

Council staff were also in attendance on different days and times throughout the activation of the pop-up arboretum, to engage with the community, collecting feedback around the City's new Community Strategic Plan.

ACHIEVED

Supported the organisation to operate its legal framework by:

- Working with NSW Electoral Commission to carry out Local Government Elections.
 - Resulting in selection of voting venues and procurement of office site for Returning Officer.
- Coordinating internal 2021 Local Government Election plan:
 - Resulting in development of internal 2021 Election Project Plan and method to achieve identified actions within a timely manner to achieve Local Government Election timeframe.

Ensured a robust Safety Management System is in place, which supported Council's workforce to operate in a safe and sustainable way by:

- Undertaking full review Council's Injury Management plan.
 - Resulting in support for "recover at work" principles and management of high risk work.

Facilitated learning and networking opportunities for elected members by:

- Providing Councillors opportunities to access individual learning plans.
 - Resulting in Councillors accessing Local Government NSW Professional Development in a Box, to keep track of their training and learning requirements and accessing Chairing and Effective Meeting Procedures training via video conference and Enterprise Risk Management training.

Continued to implement service reviews as per the Service Review Framework by:

- Undertaking planned Service Reviews.
 - Resulting in Executive Support Review completed in 1st Quarter and continuation of Service Review of Garage and Fleet Management.

Reduced the annual operational deficit in line with the Long Term Financial Plan by:

- Preparing 2020/21 Budget in accordance with Long Term Financial Plan and expectation to return to surplus in 2023.
 - Resulting in quarterly budget reviews to continually investigate and implement Business Improvement.

United to succeed in Australia's First heritage listed City by:

- Working with the Heritage Advisor to develop a strategy to protect Broken Hill Heritage Assets.
 - Resulting in the drafting of the National Heritage Planning Framework.

Facilitated engagement activities to determine the community's long term vision by:

- Continuing stakeholder and community engagement to review and update the Community Strategic Plan.
 - Resulting in the drafting of the Your Broken Hill 2040 - Community Strategic Plan document.

IN PROGRESS

Development of Governance Framework, adopting best practice principles for governance arrangements and culture:

- Content structure of the Governance Framework has been developed, further collaboration and development will be completed in 2021/22.

Develop an Election Plan Manual:

- With the development of the 2021 Local Government Election Project Plan and method, the development of the Election Plan Manual will be completed in 2021/22.

Initiate stage 2 of the Enterprise Risk Management Plan:

- Review and update of Council's Safe Work Instruction Procedures library in progress and to be completed in 2021/22.

Full review and testing of Council's Business Continuity Plan:

- Business Continuity Plan to include pandemic response and full review and testing will be completed during 2021/22.

Chain of Responsibility Policy Framework and Procedure:

- Accredited Chain of Responsibility Framework and Procedure to be implemented in 2020/21.

Implementation of Information and Communication Technology Strategy/Roadmap:

- Implementation of Strategy projects and actions will continue in 2021/22.

Review the Broken Hill Heritage Study.

- The Broken Hill Heritage Study review will be completed by the Advisor and Heritage Committee in 2021/22.

Tri-partisan government approach to management of the National Heritage Assets:

- Advocacy has been ongoing and will be undertaken further in 2021/22.

Undertake further stakeholder and community engagement to review Community Strategic Plan:

- Additional stakeholder and community engagement to be undertaken in 2021/22.

UPCOMING

Support the organisation to operate within its legal framework.

Provide learning and networking opportunities for elected members.

Continue to look for efficiencies in the organisation and ensure financial sustainability.

Develop a Strategy to protect Broken Hill Heritage Assets.

DISABILITY INCLUSION ACTION PLAN 2017-2021

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



ACHIEVEMENTS IN OUR DISABILITY INCLUSION ACTION PLAN

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

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

Improving
access

Increasing
safety

Connecting
destinations

Designing a
network

Increasing
cycling

Promoting
physical
activity



Blende Street pathway



O'Farrell Street pathway



Patton Street pathway

FOCUS AREA 1: ATTITUDES AND BEHAVIOURS

ACHIEVED

Review and development of staff annual training programs, promoting inclusivity.

Training to develop alternative formats in Word, PDF, PowerPoint provided to Corporate Services staff. With Corporate Services then providing guidance and assistance to relevant areas as required.

Support provided during weekly Asset and Infrastructure team meetings, to enhance staff confidence and communication skills to effectively engage people with disability.

Autism Awareness training provided to Council and YMCA staff.

Training provided and partnerships developed by Library staff to develop Social Stories to assist children to participate in program activities/groups.

Regular service, program and activity reviews undertaken to ensure accessibility, inclusion and participation for all.

Disability Inclusion Action Plan progress reports provided to DIAP Monitoring Group and the community on the implementation of Council's Disability Inclusion Action Plan.

Supported the NDIS information and preplanning hubs, National Reconciliation Week, Positive Partnerships Autism Awareness, Inclusive Tourism Online Learning (internal promotion), Stress Down Day and International Day of People with a Disability community event.

IN PROGRESS

Development of Council Inclusion Awareness training materials for inclusion in induction and/or refresher courses.

FOCUS AREA 2: LIVEABLE COMMUNITIES

ACHIEVED

Funding received from Roads and Maritime Services to develop a city-wide Pedestrian Access and Mobility Plan; the Plan upgraded to an Active Transport Plan (ATP) which also incorporates a bike plan. ATP priorities reviewed, consultation undertaken and priority actions commenced. Progress of ATP and the footpath works to be reported Council.

Broken Hill Event Guide, events and event planning templates reviewed and updated to ensure accessibility and inclusion are incorporated and made available to event organisers.

Accessibility features of the Library, Art Gallery, Visitor Information Centre and GeoCentre buildings documented and made available on websites and displayed at facilities.

Regular service, program and activity reviews undertaken by the Library, Art Gallery and GeoCentre to ensure accessibility, inclusion and participation for all.

Training provided and partnerships developed by Library staff to develop Social Stories to assist children to participate in program activities/groups.

The Art Gallery hosted workshops for Maari Ma health group clients. The Gallery and Museum and GeoCentre make regular adjustments to programs to ensure accessibility, inclusion and participation for all. Gallery exhibitions are increasingly becoming a lot more interactive, including sound elements with recorded stories.

Accommodation Guide updated annually to promote accommodation with accessibility features.

Council Administrative Building refurbishment design plans developed incorporating the redesign of the information desk for wheelchair access and plans for installation of a Hearing Loop and dedicated room enabling sound privacy.

Economic benefits of aging and accessible business and activities promoted through media release and participation in community forums.

IN PROGRESS

Consultation, review and upgrade of public toilets for accessibility.

Development of information sheet, listing accessibility features of Council public toilets.

Investigation of accessibility features of Council buildings and development of PDFs showing Council building access features and activities hosted within buildings.

Investigation and development of documentation detailing access features of sportsgrounds, parks and playgrounds (including fencing).

Investigation of wheelchair height counter at Visitor Information Centre.

Installation of way finding in Council Administrative Centre, Civic Centre and Visitor Information Centre.

FOCUS AREA 3: SYSTEMS AND PROCESS

ACHIEVED

Survey developed in easy read format and provided to NDIS disability service providers, sector partners and community seeking level of satisfaction with Community Strategic Plan progress.

IN PROGRESS

Investigation and development of Accessibility page on Council website, for information on the accessibility features of facilities and getting around Broken Hill.

FOCUS AREA 4: EMPLOYMENT

ACHIEVED

Australian Network on Disability resources accessed and all policies and procedures being reviewed for inclusion of best practise principles.

Recruitment Framework reviewed, updated and implemented operationally, ensuring Council's ability to implement reasonable adjustment for all applicants during the employment process.

Full progress report on the implementation of the 2017-2021 Disability Inclusion Action Plan can be found on Council's website - <https://www.brokenhill.nsw.gov.au/Council/Strategic-Plans-including-Fees-and-Charges/Disability-Inclusion-Action-Plan>

SECTION 2: STATUTORY REQUIREMENTS

Local Government Act 1993 and General Regulation Reporting Requirements

In accordance with the NSW Office of Local Government's Integrated Planning and Reporting requirements, Council must:

1. Prepare an annual report within 5 months of the end of the financial year;
2. Provide a copy to the Minister for Local Government (via the Office of Local Government); and
3. Post a copy of the Annual Report on Council's website.

Council's Annual Report must include the following information:

1. Council's achievement in implementing the Delivery Program - Section 1;
2. Council's implementation of the Disability Inclusion Action Plan 2017-2021 - Section 1;
3. A copy of Council's required audited financial report is included - Section 3.
4. A copy of Council's End of Term Report 2016-2021 and State of Environment Report 2016-2021- Annexures to Annual Report.

Environmental Upgrade

Particulars of any environmental upgrade agreement entered into, in accordance with any requirements imposed under s54P (1): No data to report for 2020/21.

Special Variation

Report on activities funded via a special rate variation of general income including Special Rate Variation Guidelines* (SRV Guidelines) 7.1: No data to report for 2020/21.

AMOUNT OF RATES AND CHARGES WRITTEN OFF 2020/21		\$
Total pensioner concession		566,634
LESS subsidy reimbursement		283,407
NETT Pensioner amount written off by Council		283,277
Concessions – additional pension rebate		15,508
Bad debts written off		Nil
TOTAL		\$298,735

LEGAL PROCEEDINGS		
Summary of the amounts incurred by the Council in relation to legal proceedings		Status
Other advice	\$24,888	Complete
Property administration	\$41,218	Complete
Debt and fine recovery	\$151,745	Complete
Corporate Litigation	\$955,228	Ongoing
TOTAL	\$1,173,079	

COUNCILLORS PAYMENT OF EXPENSES AND PROVISION OF FACILITIES		\$
Provision of dedicated office equipment allocated to councillors		Nil
Telephone calls made by councillors (includes internet costs)		Nil
Attendance of councillors at conferences and seminars		14,852
Training of councillors and provision of skill development		Nil
Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses		11,623
Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses		Nil
Expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors		Nil
Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor		Nil
TOTAL		\$26,475

CONTRACTS OVER \$150,000		
Details of each contract awarded for amounts greater than \$150,000		
Contractor	Goods / Service Provided	\$
Gettin There Pty Ltd	Reconstruction of Iodide Street from Morgan to Union Streets - Stage 1, including kerb and gutter and drainage structures	641,084
Broken Hill Truck Centre	Supply one 3 way tipper truck with crane less trade in	204,570
Conex Group Pty Ltd	Works of infrastructure identified in the Active Transport Plan	567,748
Gettin There Pty Ltd	Works of infrastructure identified in the Active Transport Plan	171,136
Matthew Barratt Electrical Pty Ltd	Design and Construction of sports lighting at Alma Oval and O'Neil Park Soccer Grounds	1,040,160
Joss Pty Ltd	Redevelopment of Queen Elisabeth Park	1,514,804
Getting There Pty Limited	Reconstruction of a portion of Kanandah Road	704,137
Convic Pty Limited	Design and construct a skate park in Sturt Park	660,000
ADB Safewgate Australia Pty Limited	Replacement of Aeronautical Ground Lighting at Broken Hill Airport	1,882,775
Public Works Advisory	Project management of EP O'Neil Memorial Precinct Redevelopment Project	649,781
Air Comfort Services Pty Ltd	Broken Hill Regional Art Gallery Mechanical Services Upgrade	797,295
Getting There Pty Limited	Reconstruction of the intersections of Comstock Street/Piper Street and Comstock Street/Hebbard Street	617,940
Fire Flow Pty Ltd	Supply and install of diesel-powered Fire Hydrant Pump Sets to support the Infrastructure Services of the Broken Hill Regional Airport	270,136

FINANCIAL ASSISTANCE TO COMMUNITY UNDER S356 OF THE LOCAL GOVERNMENT ACT 1993	
MISCELLANEOUS SUBSIDIES	\$
Far West Local Health District	2,500.00
Compass Housing Services Co Ltd	5,000.00
Clontarf Foundation	2,594.55
Broken Hill Golf Inc	6,000.00
Under the Silver Tree Cooperative Bookshop	1,645.00
North Broken Hill Bowling Club	660.00
2Dry FM Community Radio	1,090.55
Broken Hill Community Inc	10,000
Broken Hill Desert Rats Rod & Custom Club	7,500.00
Silverlea Early Childhood Services Inc	8,646.00
Landcare Broken Hill Inc	1,200.00
Broken Hill Repertory Society Inc	5,000
Broken Hill Swimming Club Inc	2,610.91
AFL Broken Hill	17,255.00
Sulphide Street Railway & Historical Museum Trust	4,232.00
Willyama High School	100.00
Broken Hill Public School	100.00
Morgan Street Public School	90.91
Burke Ward Primary School	90.91
Railwaytown Primary School	100.00
Broken Hill North Public School	100.00
Broken Hill High School	100.00
School of the Air Broken Hill	100.00
TOTAL	\$76,715.83

FINANCIAL ASSISTANCE TO COMMUNITY UNDER S356 OF THE LOCAL GOVERNMENT ACT 1993	
RATE SUBSIDIES	\$
West Broken Hill Rifle Club	7,498.80
Silver City Rifle Club	7,498.80
Broken Hill Gun Club Inc	2,602.60
Silver City Small Bore Rifle Club	1,744.75
Broken Hill Pistol Club Inc	2,408.37
Broken Hill Rifle Club Inc	6,017.80
Mr C J Bright - Kantappa Station	471.10
Silver City Motorcycle Club Inc	4,480.15
TOTAL	\$32,722.37

GENERAL MANAGER REMUNERATION PACKAGE* (01/07/2020 – 30/06/2021)	
Statement of the total remuneration comprised in remuneration package of the General Manager	
Total Remuneration*	\$287,676

* Includes Salary, performance payments (where paid), superannuation, non-cash benefits, reportable FBT.

SENIOR STAFF MEMBERS EMPLOYED BY COUNCIL* (01/07/2020 – 30/06/2021)	
Statement of the total remuneration comprised in remuneration package of all senior staff members, expressed as the total (not of individual members)	
Total Remuneration*	\$115,569

* Includes Salary, performance payments (where paid), superannuation, non-cash benefits, reportable FBT.

Works Carried Out On Private Land

Resolutions made under Section 67 concerning work carried out on private land:
No data to report for 2020/21.

Statement of all external bodies that exercised functions delegated by council Reg cl 217(1)(a6) – Section 355 Committees

Council currently has 11 external bodies (Section 355 Committees), that exercised functions delegated by Council. These committees were established in accordance with the provisions of Section 355 and Section 377 of the *Local Government Act 1993*.

The committees are formed to assist Council in the management of a particular service or facility of Council. Council aims to appoint committees which are representative of the local community, or interest group of the particular service/facility.

Council's Section 355 Committees are:

- Alma Oval Community Committee
- Broken Hill Heritage Committee
- Broken Hill Regional Art Gallery Advisory Committee
- BIU Band Hall Community Committee
- Community Strategic Plan Round Table Committee
- ET Lamb Memorial Oval Community Committee
- Friends of the Flora and Fauna of the Barrier Ranges Committee
- Memorial Oval Community Committee
- Norm Fox Sporting Complex Community Committee
- Picton Sportsground Community Committee
- Riddiford Arboretum Community Committee

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest. cl 217(1)(a7)

Council held no decision-making controlling interest in any corporation, partnership, trust, joint venture, syndicate, or other body during the financial year 2020/21.

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the council participated during the year Reg. cl 217(1)(a8)

During 2020/21, Council participated in the following corporations, partnerships, trusts, joint ventures, syndicates or other bodies:

- Far South West Joint Organisation
- State Emergency Services
- Broken Hill University Department of Rural Health - The Australian Prevention Partnership Centre
- Cities Power Partnership
- Food Regulation Partnership
- Regional Express Airlines
- Broken Hill Environmental Lead Centre
- Broken Hill Rotary
- St Patricks Race Club
- Broken Hill Historical Society Inc
- West Darling Regional Arts Board
- Destination Network Country & Outback
- Destination NSW
- Flinders Ranges Tourism Operators Association
- South Australian Visitor Information Centre Network
- State Library New South Wales
- State Archives and Records NSW
- Journey Beyond Rail – Great Southern Rail
- RM Molesworth
- Maari Ma Aboriginal Health Corporation – Maari Ma Aboriginal Art Awards
- Hart Family – Pro Hart Outback Prize
- Landcare Broken Hill
- Broken Hill Alliance
- Regional Development Australia Far West
- Australian Mining Cities and Centres Alliance
- Association of Mining Related Councils
- RSPCA
- National Desexing Network

A statement detailing the stormwater management services provided (if levied).

Reg cl 217(1)(e): No data to report for 2020/21.

A statement detailing the coastal protection services provided (if levied).

Reg cl 217(1)(e1): No data to report for 2020/21.

Equal Employment Opportunity Target Groups

Encouraging young people to take up careers in local government, attracting and retaining mature aged workers with valuable experience and skills and engaging with under-utilised sections of the labour market such as women with young children, carers, people with disabilities, Indigenous people and people from culturally diverse backgrounds, will assist to strengthen the organisation's ability to meet its future workforce needs.

EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY INITIATIVES	
IMPLEMENTED	% OF STAFF PARTICIPANTS
Formal flexibility agreement	<10%
Flexible leave arrangements (TIL)	32%
Regular part time work	<10%
Rostered/accrued days off	79%
Regular or occasional working remotely	38%
Job sharing	4%
Unpaid leave for carers of people with special needs	0%

Employee Satisfaction

The number of employee grievances an organisation receives is one measure of employee satisfaction levels and the well-being of the working environment. Council has a number of mechanisms in place for employees to raise awareness for identifying and responding to grievances, including policy and procedures; Workplace Consultative Committee and EEO Contact Officers.

YEAR	NO. GRIEVANCES LODGED
2020/21	2

CAPITAL WORKS PROJECTS 2020/21	\$
Broken Hill Library Community Hub and Cultural Pro	\$9,920
CBD Lighting and Projection Project	\$252,900
Warnock St Works Depot Refurbishment	\$58,582
Art Gallery Humidifier Replacement	\$31,628
Administration Building AC Upgrade	\$396,452
Council Chamber AC Upgrade	\$2,790
Visitor Information Centre AC Upgrade	\$2,790
Airport Terminal AC Upgrade	\$3,443
Civic Centre AC Upgrade	\$24,427
Airport Terminal - Kiosk Upgrade	\$68,590
Multiple Roof Replacement - 2016 Hailstorm	\$2,322,991
Library, Archive & Cultural Precinct	\$22,792
Council Chamber AV Upgrade	\$97,599
Administration Building - Security Access System R	\$37,217
Warnock Street Boom Gate	\$47,447
HACC Centre Plumbing Works	\$44,447
Administration Building Server Room AC Replacement	\$5,731
Administration Building No 2 Chiller Replacement	\$85,083
Airport Terminal - CCTV System Renewal	\$10,882
Airport Terminal - BMS Replacement	\$20,499
HACC Air conditioner Replacement 2021	\$7,923
Warnock St Garage Doors Refurbishment	\$13,297
Centre - Stage Infrastructure Renewal	\$17,470
Council Chamber BMS Upgrade	\$18,556
Visitor Information Centre - Replace 14kw Daikin C	\$8,242
Footpaths Renewal	\$752,605

CAPITAL WORKS PROJECTS 2020/21	\$
Jones Street - Footpaths Renewal	\$41,442
Visitor Counting Equipment Various Sites	\$16,730
Re-establish Data Recovery Site	\$11,960
Smart Parking Software	\$41,642
Data Centre UPS Upgrade	\$15,519
Remote Switch Site Renewal	\$36,495
Tape Backup Library Upgrade	\$10,061
Server Replacement	\$5,000
Desktop-Laptop Replacement 20/21	\$31,303
Waste Facility CCTV Upgrade	\$18,479
ePlanning Implementation	\$41,957
Sturt Park Upgrade to Children's Playground	\$264,916
Circulation Pump Overhaul	\$12,889
Sturt Park Skate Park Construction	\$25,830
Queen Elizabeth Park Redevelopment	\$230,453
Alma Oval Lighting Upgrade	\$483,740
O'Neill Sporting Complex Soccer Grounds Lighting Upgrade	\$578,933
O'Neill Sporting Complex Masterplan	\$13,432
Living Desert Backup Water Pump	\$31,431
Aquatic Centre Chlorine Gas Line Replacement	\$25,024
BHP Chimney Development	\$11,973
Sculpture Symposium Construction	\$8,422
Replace airport perimeter fence	\$417,057
Replace airport lighting	\$1,067,652
Federation Way - Acquisition from Crown Lands	\$24,271
Warnock Street - Acquisition from Crown Lands	\$80
LED Streetlight Upgrade	\$513,489
Christmas Tree and Street Decorations	\$69,353

CAPITAL WORKS PROJECTS 2020/21	\$
Fencing of landfill extension 20/21	\$153,129
Airport Fire Equipment Upgrade	\$13,018
Bus Shelter – Patton/Comstock Sts	\$6,674
Animal Shelter Exercise Pen Improvements	\$8,838
Mason Truck Replacement	\$227,297
Garbage Compactor	\$760,000
Passenger vehicle replacement	\$182,212
Living Desert Accessible BBQ	\$8,283
Weighbridge IT Upgrade	\$28,140
Truck Hoist Replacement	\$63,870
Tractor Replacement	\$85,416
Vacuum Cleaners Replacement	\$16,039
Cricket Pitch Mower Replacement	\$6,718
Road – Brown St Seal	\$20,488
Road Reconstruction - Iodide St from Morgan St to Union St	\$591,687
Road Reconstruction - Intersection Comstock/Piper Sts	\$19,206
Road Reconstruction - Intersection Comstock/Hebbard Sts	\$14,796
Road Reconstruction - Gypsum St	\$575,360
Local Roads Resealing 20/21	\$518,830

CAPITAL WORKS PROJECTS 2020/21	\$
Road Reconstruction - Gypsum St/Silver City Highway Intersection	\$312,213
Road Reconstruction - Gypsum St/Perilya Entrance	\$9,056
Road Reconstruction - Gypsum/Cornish Sts Intersection	\$216,135
Road Reconstruction - Oxide/Blende Sts Intersection	\$137,283
Road Reconstruction - Kanandah Road Heavy Patching 20/21	\$693,703
Road Reconstruction – Galena/Mercury/Talc Sts Intersection	\$61,171
Road Reconstruction - Galena/Williams Sts Intersection	\$63,127
Road Reconstruction - Blende/Wills/Galena Sts Roundabout	\$8,716
Road Reconstruction - Thomas/O`Farrell Sts Intersection Upgrade	\$8,467
Argent St - Oxide St to Chloride St Pothole Repairs	\$119,613
Road Reconstruction - Lane St - KFC Entry	\$4,928
Road Reconstruction - Chloride St from Williams St to Chapple St	\$2,728
TOTAL	\$13,350,977

Companion Animals Act 1998 and Companion Animals Regulation 2008

POUND DATA: ANIMAL CONTROL STATISTICS 2020/21		
Activity	Total Dogs	Total Cats
Seized	286	95
Returned/Released to Owner	121	2
Surrendered	48	18
Number microchipped	176	30
Released for re-homing	141	73

COMPLIANCE WITH COMPANION ANIMAL ACT 1988 (CA ACT) AND THE COMPANION ANIMAL REGULATION 2008	
Dog Attacks	Council lodged compliant returns to the Office of Local Government of pound data collection returns and dog attack incident data. During 2020/21 there were 58 dog attack incidents recorded.
Community Education Programs	Free microchipping of 70 animals undertaken by Council Ranger during 2020/21.
Strategies To Promote De-Sexing	Council constantly updates information on its webpage in relation to Companion Animals and benefits associated with desexed animals. Pamphlets and flyers are available at Council's Administrative Centre promoting desexing. Council, in conjunction with the National Desexing Network offered the community a subsidised cat desexing program which commenced in April 2021. The program allowed 200 cats to be desexed locally.
Strategies To Comply With Section 64 of the Companion Animals Act 1998	Council is working collaboratively with local animal rescue organisations. During the 2020/21 financial year 141 dogs and 73 cats were released for rehoming. Council's euthanasia rate is approximately 13% of the total number of impounded animals. Animals that were euthanised were either sick or aggressive (feral) and therefore unsuitable for rehoming.
Dog Off Leash Areas	Council provides two dog off leash areas for the residents of Broken Hill to exercise their dogs: <ul style="list-style-type: none"> Patton Park – Broken Hill South Queen Elizabeth Park – Broken Hill North
Funding	No additional funding was received for Companion Animal Management and activities during 2020/21.

Carers Recognition Act 2010

Council auspices several carer programs and activities to support carers in their caring role. Council maintains a record of staff who identify as 'carers' as defined under the Act and are considerate of the impact this may have on their work life.

The Workplace Consultative Committee are kept up to date on changes in legislation impacting carers and the role of the organisation in supporting those staff. Further information on carer activities and education is frequently distributed throughout the Council and to various community stakeholders.

Disability Inclusion Action Plan

Council's Disability Inclusion Action Plan 2017-2021 was adopted by Council on 28 June 2017, minute number 45563. The Plan was created with the input of the Disability Inclusion Action Plan Working Group and the many community members who gave comments via survey or in face-to-face consultations. Many organisations also assisted Council to engage people with disability to participate in this process, including the Rural and Remote Autism Network; NSW Ability Links Orana Far West; YMCA Broken Hill (and YMCA NSW); CareWest; Silverlea Services; Silverlea Early Childhood Services; Life Without Barriers; and the NSW Department of Family and Community Services Far West/Murrumbidgee District. In addition, staff within Broken Hill City Council provided significant contributions to the development of this Plan. See Achievements in Our Disability Inclusion Action Plan - Focus Areas (page 48-50) for Council's progress on Implementation of the Plan.

Environmental Planning and Assessment Act 1979

Voluntary Planning Agreement between Broken Hill City Council and Perilya. This voluntary planning agreement (VPA) was developed to comply with condition 15 of the planning approval issued by the NSW Department of Planning, for the recommencement of the North Mine.

The Planning Agreement requires a one-off monetary contribution of \$280,000 towards road works, as well as an annual contribution of \$20,000 towards road maintenance costs. The road works relate to Gypsum Street/South Road intersection (east bound left turn lane) and Gypsum Street (westbound land from South Road).

The Planning Agreement also requires the Developer to carry out Community Enhancement Works every year. The community enhancement works were introduced by the developer and consist of works and contributions that will benefit the community.

Perilya has paid the initial monetary contributions to Council as required, for the road intersection works and maintenance works.

A statement detailing the recovery and threat abatement plans in accordance with Fisheries Management Act 1994, s220ZT(2): No data to report for 2020/21.

Swimming Pools Act 1992

Inspections of private swimming pools 2020/21 in accordance with the Swimming Pools Act 1992, s22f(2) and the Swimming Pools Regulation 2018 cl23	
Number of inspections of tourist and visitor accommodation	21
Number of inspections of premises with more than 2 dwellings	3
Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the Act	51
Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the Regulation	50

Government Information (Public Access) Act 2009 and Regulation

Council is committed to the following principles regarding public access to documents and information:

- Open and transparent government
- Consideration of the overriding public interest in relation to access requests
- Proactive disclosure and dissemination of information
- Respect for the privacy of individuals

Council is committed to the principle of open government as set out in its Code of Business Practice Policy. During 2020/21 Council received **12** applications under the *Government Information (Public Access) (GIPA) Act 2009*. In each case, the application was processed within the statutory timeframe. The statistical information below regarding access applications to Council in 2020/21, is provided in accordance with Schedule 2 of the *Government Information (Public Access) Regulation 2018*.

SUMMARY OF APPLICATIONS UNDER GIPA ACT - SCHEDULE 2		1 JULY 2020 – 30 JUNE 2021
TABLE A - NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*		
Private sector business - Access granted in part		3
Not for profit organisations or community group – Access granted in part		1
Members of the public (by legal representative) - Access granted in part		2
Members of the public (by legal representative) - Information not held		1
Members of the public (other) – Access granted in full		1
Members of the public (other) – Access granted in part		3
Members of the public (other) – Access refused in full		1
*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision		
TABLE B - NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME*		
Access applications (other than personal information applications) - Access granted in full		1
Access applications (other than personal information applications) - Access granted in part		9
Access applications (other than personal information applications) - Access refused in full		1
Access applications (other than personal information applications) - Information not held		1
*A personal information application is an access application for personal information (as defined in clause 4 of the Schedule 4 to the Act) about the applicant (the applicant being an individual)		
TABLE C - INVALID APPLICATIONS – Application does not comply with formal requirements (s41 of act)		1
TABLE D - CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 OF THE ACT		0
TABLE E - OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT – Business interests of agencies and other persons		1
TABLE F - TIMELINES		
Decided within the statutory timeframe (20 days plus any extensions)		12
TABLE G - NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)		0
TABLE H - NUMBER OF APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)		0
TABLE I - NUMBER OF APPLICATIONS TRANSFERRED TO OTHER AGENCIES		0

Public Interest Disclosures Act 1994 and Regulation 2011

Section 31 of the *Public Interest Disclosures Act 1994* requires each public authority, within 4 months after the end of each reporting year, to prepare an annual report on the public authority's obligations under the Act for submission to the Minister responsible for the public authority. A copy of this report is also to be provided to the Ombudsman.

THE PUBLIC INTEREST DISCLOSURES REGULATION 2011, REQUIRES THE FOLLOWING INFORMATION TO BE INCLUDED IN THE PUBLIC INTEREST DISCLOSURES ANNUAL REPORT:		
	REQUIREMENT	STATISTIC
(a)	The number of public officials who have made a public interest disclosure to the public authority	Nil
(b)	<p>The number of public interest disclosures received by the public authority in total and the number of public interest disclosures received by the public authority relating to each of the following:</p> <ul style="list-style-type: none"> i) corrupt conduct ii) maladministration iii) serious and substantial waste of public money or local government money (as appropriate) iv) Government information contraventions v) local government pecuniary interest contraventions 	<p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p>
(c)	The number of public interest disclosures finalised by the public authority	Nil
(d)	Whether the public authority has a public interest disclosure policy in place	<p>A copy of Council's Reporting of Public Interest Disclosures Policy is available on Council's website</p> <p>www.brokenhill.nsw.gov.au</p>
(e)	What actions the head of the public authority has taken to ensure that his or her staff awareness responsibilities under section 6E (1) (b) of the Act have been met.	<ul style="list-style-type: none"> • Council's reviewed Reporting of Public Interest Disclosures Policy was adopted by Council 25 September 2019 and is available on Council's website and intranet site. • PID Awareness information on PID Policies and Procedures is also included in Council's Corporate Induction Program.

DOING BUSINESS WITH COUNCIL

CUSTOMER RELATIONS

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

PUBLIC OFFICER

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

COUNCIL NOTICES

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

COUNCIL WEBSITE

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

CORRESPONDENCE

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

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

COUNCIL CONTACT DIRECTORY

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

SECTION 3: FINANCIAL STATEMENTS 2020/2021

ANNEXURES: END OF TERM REPORT 2016-2021 AND STATE OF ENVIRONMENT REPORT 2016-2021



www.brokenhill.nsw.gov.au