

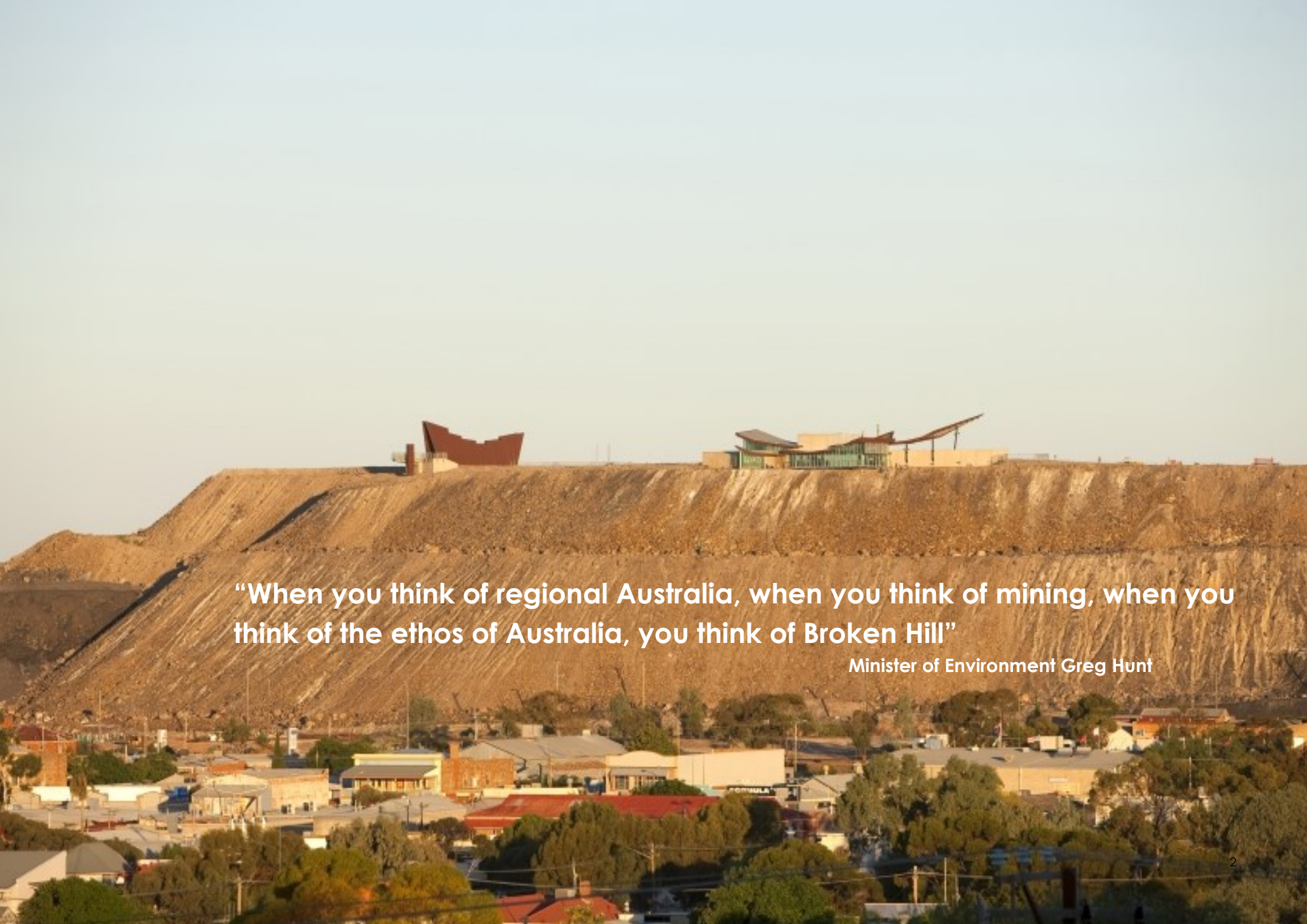
An aerial photograph of a city street in Broken Hill, Australia. The street is wide and paved, with a central median. On the left side of the street, there is a row of buildings, including the 'PALACE HOTEL' which has a prominent sign. A large, ornate church with a red roof and a tall spire is visible in the background. The street is lined with trees and parked cars. The image is partially obscured by a large orange triangle on the left and a blue triangle on the right.

END OF TERM REPORT 2012-2016

'you asked, we delivered'

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**



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

Minister of Environment Greg Hunt

EXECUTIVE SUMMARY

The End of Term Report is a report on Council's achievements in implementing the Community Strategic Plan over the previous four years (during its term in office).

The Community Strategic Plan has four key directions, which detail the objectives with community focussed outcomes for each of the objectives.

KEY DIRECTION 1: OUR COMMUNITY

The focus of the Key Direction – Our Community is our people and how we can work together to ensure we position ourselves to retain our sense of identity, our health, wellbeing, social inclusion and connectedness.

KEY DIRECTION 2: OUR ECONOMY

A sustainable economy is inclusive, equitable and diverse. It is an economy where businesses prosper and everyone stands to benefit. The performance of our economy directly impacts on the way we work, live and play and the mining peaks and troughs do provide a challenge.

KEY DIRECTION 3: OUR ENVIRONMENT

This Key Direction relates to the conservation and preservation of the natural environment and greater reduction of the human impact on the surrounding environment to ensure a sustainable and healthy community. It contains a number of strategies to better manage and use the natural resources within the Broken Hill region.

KEY DIRECTION 4: OUR LEADERSHIP

Local Government is the level of government closest to the people, the voice of the community and its strength of leadership directly impacts upon the wellbeing of our people in Broken Hill.

BROKEN HILL COMMUNITY STRATEGIC PLAN

During 2009 the Office of Local Government released the finalised guidelines and manual for the implementation of Integrated Planning and Reporting (IPR). The purpose of the framework is to ensure that councils remain effective, efficient and accountable to their community for the works and services they provide. The guidelines and manuals continually make reference to councils being accountable to their community and to fully engage with their community in the development of plans and strategies.

The Broken Hill 2033 Community Strategic Plan is a document for the whole community that encompasses all aspects of life in the iconic City of Broken Hill and sets a vision for the future. The Plan acknowledges that not one party alone can make this happen. It takes a partnership to achieve this vision. Government, business and industry, community groups and individuals all have a role to play. The Plan outlines the social, economic, environmental, governance and leadership directions expressed by the Broken Hill community includes:

- Objectives – where do we want to be?
- Strategies – how do we achieve this?
- Measures – how do we know we are heading in the right direction?
- Contributors – who has a role to play?

Taking action:

- Our Community Strategic Plan requires and deserves commitment and action from all of our community. Therefore residents, government, business and community groups will all need to work with the Plan and take responsibility for key areas.

INTEGRATED PLANNING AND REPORTING – LINKING THE PLANS

Measuring the Community Strategic Plan under the framework, Council used the Community Strategic Plan to determine which goals and strategies could be implemented at a Local Government level. These goals and strategies are included in a four year Council Delivery Program. Progress reports are provided to the Council with respect to the principal activities detailed in the Delivery Program, at least six monthly. To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a Resourcing Strategy has also been prepared to address long term asset management, financial management and workforce planning. The Operational Plan is a plan which focuses on the short term. It provides a one year detailed plan of which activities and projects from the Delivery Program will be implemented. Each year, our success in achieving the goals and strategies set out in these plans are reported through Council's Annual Report.

COMMUNITY ENGAGEMENT

The first Community Strategic Plan for Broken Hill was endorsed in 2010 and we are proud of the achievements made since this time. The Plan was subsequently reviewed after a significant community engagement exercise in 2013.

OUR VISION

Broken Hill is a vibrant, prosperous and culturally rich Heritage City shared with visitors from around the world.

OUR MISSION

Council provides high quality services and leadership to enhance community living and facilitate a prosperous economy.

OUR STATEMENT OF VALUES

Inspiring

We're leading Broken Hill into the Future

This means we:

- Recognise change starts with us
- Share our passion
- Act as positive role models
- Are focused on delivering results

Open

We're transparent and honest

This means we:

- Are united
- Are reliable – when we make a decision we stick to it
- Can be trusted
- Are always available to listen

Original

We're pioneering new ideas while remembering what makes us unique

This means we:

- Won't forget our past, even when forging our future
- Are open to new ideas and think outside the square
- Champion our uniqueness
- Look for new solutions rather than relying on the old ways

Human

We're involved in the community

This means we:

- Are inclusive
- Respect diversity and how different people think
- Value doing it together
- Have a genuine sense of humanity

Fearless

We're up for the challenge

This means we:

- Strive to solve our own problems
- Defend what's important to our community
- Are prepared to take the lead
- Take opportunities and make something of them
- Are not afraid to make tough decisions

A photograph of a park with a paved path, trees, and a grassy area. The path is made of light-colored bricks and leads into the distance. On either side of the path are large, mature trees with green foliage. The grass is a vibrant green. In the background, there are some buildings and a fence. The sky is blue with some white clouds.

KEY DIRECTION 1 – OUR COMMUNITY

1.1 People in our community are in safe hands

1.2 Our community works together

1.3 Our history, culture and diversity is embraced and celebrated

1.4 Our built environment supports our quality of life

1.5 Our health and wellbeing ensures that we live life to the full

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

1.1 People in our community are in safe hands

Pool/Skate Park Transport Project

This project provided transport home for youth from the Broken Hill Regional Aquatic Centre and Skate Park, and was a joint project with a local Taxi service.



Traffic Facilities

Construction of new traffic facilities at Galena Street, Argent/Iodide Streets and Wright/Warnock Streets (funded by Roads and Maritime Services) were completed. The projects have improved the safety for both motorists and pedestrians.

Companion Animal Desexing Program

In 2015 Council was successful in its application for dollar for dollar grant to the Office of Local Government's Responsible Pet Ownership Grant. Low income residents benefited from free desexing, microchipping and vaccinations. This was the first step toward reducing numbers of stray and surrendered animals to Council's Pound Facility and saw a boost in responsible pet ownership within the City. Council Rangers provided information and support to pet owners during this time, along with a collection service for owners who were unable to transport their animals to the RSPCA to receive treatment.



\$15,000 Responsible Pet Ownership Grant =
143 dogs and cats
microchipped,
vaccinated and desexed.

Companion Animal Registration Door-Knock Program

In an effort to increase dog and cat registration within the City and compliance with the Companion Animals Act, Council conducted two door-knock programs, one in 2012 and another in 2015. The result was an increase in microchipped and registered dogs and cats.

Federation Way Upgrade

Major rehabilitation works occurred on Federation Way. The road design has improved safety at the bends and at night. Three areas of depression on the road have been rectified and improved drainage will minimise erosion. Funding for the reconstruction of Federation Way was administered by the Roads and Maritime Services (RMS). The work was carried out primarily by Council staff and supplemented by contractors for specialist work, such as the construction of kerbs. Works were completed in November 2014 and the road reopened to the public on December 27, 2014.



Federation Way Upgrades

The Road Safety Awareness Cross

Broken Hill City Council and Broken Hill South Rotary signed a Memorandum of Understanding (MOU), regarding the Road Safety Awareness Cross located at the intersection of Argent and Garnet Streets. The MOU aims to ensure the historic aspect of the Road Safety Awareness Cross is observed. The cross will be lit white all year round and in the unfortunate event of a road fatality within the Barrier Local Area Command, it is to be lit red for seven days following. The Road Safety Awareness Cross plays an important role in maintaining awareness of road safety in our community, as well as providing a place for friends and loved ones to commemorate those they have lost to road accidents.



The Road Safety Awareness Cross

Parking Strategy

Community consultation was undertaken to investigate parking options throughout the City, with Council adopting a Parking Strategy in February 2016. Parking, particularly in the Central Business District (CBD), was raised as a priority as part of the recently adopted CBD renewal plan.

Actions from the Strategy included:

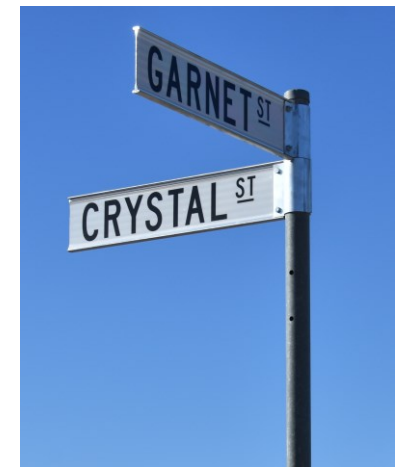
- Parking in Argent Street to be all two hour limit with signage to remain unchanged.
- Parking in all cross streets, including Oxide, Chloride, Sulphide, Bromide,

and Kaolin Streets to be four hour limit. Regulatory signage to remain unchanged.

- That owners, employers and employees of businesses in the Argent Street precinct be encouraged to utilise the carpark in Beryl Street between Chloride and Oxide Streets.
- To provide all day parking at the Town Hall Facade and Art Gallery carparks.
- Provide one 'Loading Zone' car space at the rear of Town Hall Facade.
- Patton Street to be all day parking.
- To retain the 15 minute parking in Chloride Street adjacent to Post Office.

Street Signs

Council commenced the erection of approximately 400 street signs in June 2016. Council completed all necessary administration works associated with this project including such issues as dial before you dig. All new posts have also been installed. This work is being carried out in conjunction with many other much needed capital works in our community.



Street signs go up



Swimming Pool Inspection Program

A number of changes have been made to the Swimming Pools Act 1992 and its Regulation. Council adopted and subsequently reviewed a locally appropriate inspection program under this Act. Council inspected over 80 swimming pools, with each pool requiring an average of two inspections.

1.2 Our community works together

Late Residents Honoured through Asset Naming

Council has acknowledged and honoured many late residents and their hard work and dedication to Broken Hill.

Those persons honoured include:

- The Late Bob Crow – 'Bob Crow 25m Indoor Pool' at the Broken Hill Regional Aquatic Centre
- The Late Bill O'Neil – 'The Bill O'Neil Room' at the Broken Hill Regional Aquatic Centre
- The Late Nydia Edes – 'Nydia Edes Volunteer Hall of Fame'
- The Late Jamie Mitchell – 'Jamie Mitchell Disability Swing' at AJ Keast
- The Late John Simons – 'The John Simons Flora and Fauna Sanctuary' at the Living Desert
- The Late Pro Hart – 'The Pro Hart Outback Art Prize', and annual Art Award



The crowd gathers at the inaugural 'The Pro Hart Outback Art Prize' event

Harmony Day

Harmony Day was celebrated in March 2013, at the HACC Centre with a cultural feast. The activity was a joint project between Council's Community Services staff and local TAFE students.

Ageing Strategy

Council consulted with the community to support the development of a new Ageing Strategy in 2015. The focus was on the health and wellbeing of all members of the community. The new strategy is titled 'Living Well Ageing Strategy 2016-2021'.

AGE GROUPS IN 2011...



2,275 AGED 60-69



2,193 AGED 70-84



487 AGED 85 AND OVER

Community Services Networking

Broken Hill City Council's Community Services facilitated two Community Services networking events bringing community members, organisations and service providers together to share ideas and provide service updates. The events were held in October 2015 and April 2016. International Day of People with Disability (IDPWD) is a United Nations sanctioned day that aims to promote an understanding of people with disability and encourage support for their dignity, rights and wellbeing. Council's Community Services acknowledges and promotes the day each year with the 2015 celebrations including a morning tea, line dancing and a tour of the HACC Centre facilities.

Council maintains around \$236 million worth of public assets.

Levels of Service Community Consultation

During November 2015, Broken Hill City Council encouraged community input into shaping future budget decisions and what the community would like to see improved, maintained and in some cases decreased across the range of Council services and facilities.

Councillors and Council staff were present at various locations throughout the City, conducting a series of intensive community consultation. During the Levels of Service Consultation, Council asked the Community what they were willing to pay for services. The information collected from the consultation sessions will assist Council in preparing budgets, long term plans and help with future grant funding applications.

To assist the community, Council utilised various methods of engaging the community from face to face discussions and using an on-line tool called Budget Allocator. This online budget simulator enabled users to instantly see how

expenditure on Council services and facilities impacts on rates.



Council staff facilitate consultation

The five areas that the community was invited to comment on were:

- Community Centres and Halls
- Arts, Culture and Tourism
- Parks and Open Spaces
- Sportsgrounds and Aquatic Centre
- Roads and Footpaths

Results are detailed in Key Direction 4: Our Leadership

1.3 Our history, culture and diversity is embraced and celebrated

Heritage City Listing

In recognition of its outstanding contribution to Australia, the City of Broken Hill became the Nation's First Nationally Heritage Listed City on January 20, 2015. Inclusion in the National Heritage List is the highest heritage honour in Australia. It recognises and protects our most valued natural, indigenous and historic heritage sites and is a collection of 103 sites which have been deemed to have 'outstanding significance to the nation'. Broken Hill City Council (BHCC) first nominated the City for listing in 2005, with environmental lawyer and the Chairman of the International National Trusts Organisation, Professor Simon Molesworth AO, QC, spearheading the campaign over the last 10 years. The City was assessed against nine values by the Australian Heritage Council (AHC).



Mayor Wincen Cuy, Peter Oldsen, Elizabeth Vines and Professor Simon Molesworth

The City of Broken Hill met eight of the nine criteria by demonstrating the following:

- Historic value taking into account its mining importance, industrial relations significance, and the initiatives with respect to regeneration of native vegetation
- Rarity as a mining town with more than 125 years of continuous mining activity
- Research value with respect to mining inventions and diverse ore bodies
- Ability to demonstrate the principal characteristics of an evolving mining town
- Aesthetic significance
- Creative and technical achievements through the discovery of new and revolutionary mining processes
- A place with strong community spirit and resilience
- Recognition of significant people such as Charles Rasp, WL Baillieu, WS Robertson and GD Delprat



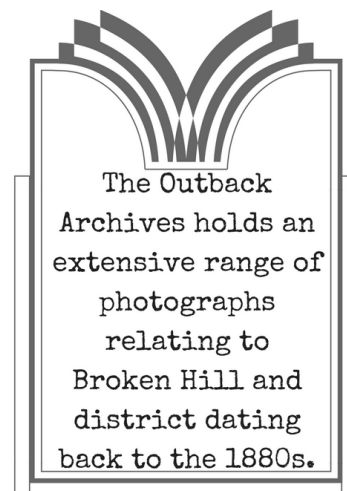
The Outback Archives

The Outback Archives collection is made up of a variety of materials relating to the Broken Hill region and surrounding areas. The collection holds an extensive range of photographs relating to Broken Hill and district dating back to the 1880s. A 'Significance Assessment Report' was completed in 2015/2016 funded by a Community Heritage Grant from the National Library of Australia and conducted by Museum Consultant, Yvonne Routledge. This report provided valuable insight into the nationally significant resources held in the collection of the Charles Rasp Memorial Library Outback Archives.

The collection contains 10 groups of records classified as highly significant and most of the remaining collection is significant. There are no record groups that warrant disposal although all support or duplicate collections are held elsewhere. The collection is the main and preferred repository for paper records that illustrate the history of this unique and nationally important region and its communities.

The collection is well preserved, ordered, stored, documented and made available to researchers, visitors, locals and broader communities. It has been identified by Council that the main challenge for the city's archive collection will be the future planning for the growth of the collection.

A Community Heritage Grant for a Preservation Needs Assessment of the Archive Collection was successful in 2015/2016, this follows the recommendation in the Significance Assessment Report completed in 2014. The final assessment report will be finalised in November 2016.



Digitisation of images (photographs, negatives and glass plates) in the Outback Archives collection commenced utilising volunteers in June 2016.



Library Books on Wheels

This is a free volunteer run Library service that delivers resources to those persons bedridden or housebound due to illness and frailty. A total of 7,913 items were delivered to 172 library members of this service.

The Milton Lavers Collection

Some of the world's most beautiful mineral specimens are from Broken Hill, and Milton Lavers assembled arguably one of the most significant collections from this locality. His collection numbered three thousand specimens ranging from thumbnail size to large cabinet and museum-sized specimens. The Milton Lavers Collection was recognised as being of not just national, but also of international significance and has featured in many mineral publications. In March 2011, Council resolved to facilitate the acquisition of the collection. Unfortunately, Council was unsuccessful in its bid to achieve this goal by the time of Milton's death on July 17, 2014. The Milton Lavers Collection was jointly purchased by Crystal Classics (Ian Bruce, England) and Crystal Universe (Rob Sielecki, Melbourne) who approached the Albert Kersten Mining & Minerals Museum (GeoCentre), Museum Victoria and SA Museum with first choice to purchase specimens from the sale held in the Crystal Universe premises in Melbourne, in an effort to retain as many specimens as possible to remain in Australia in public institutions. With the generous assistance of the Broken Hill community including the 'buy a tile' drive through the GeoCentre, \$17,000 was raised, enabling the purchase of eight specimens, which are on display at the GeoCentre.

Inland Tourism Awards 2015

In July 2015, Council were announced as a finalist in the Inland Tourism Awards for the 'Broken Hill for Real' campaign and 'Broken Hill Heritage City'. The For Real campaign was recognised as a finalist in the Destination Marketing category, while Heritage City was recognised as a finalist in the Cultural Tourism category. The awards were held in Broken Hill and attracted operators and those in the industry from across the state. While Council was not successful, the opportunity to highlight our City was a boost for tourism and our economy.

Signage Audit

During 2015/2016, Council hosted the Tourist Attractions and Signposting Assessment Committee (TASAC) Western Region. TASAC is a group formed by the NSW State Government to have overall responsibility for the planning and implementation of tourist signposting systems on State Roads in NSW. The group ensures that the signage assists motorists to arrive safely at their destination.

The signs also inform visitors of the range of major attractions and services available within a destination. TASAC will assist with the development of future signage projects in relation to advice and will shortly be working with Council to assist in the renewal of tourist directional signage in the City. TASAC's key activities include:

- Developing Tourist Signposting Policy NSW
- Assessing applications for tourist signposting to determine their eligibility
- Providing input to National Tourist Signposting Policy
- Consultation with other agencies to develop strategies and identify priorities in implementation of signposting initiatives
- Project management of signposting initiatives across the state
- Communication of Tourist Signposting Policy, initiatives and issues to stakeholders
- Quality control of tourist signposting

McCulloch Street Roadworks

After completing a thorough City wide condition assessment of the road network, in April 2016, Council's Infrastructure Strategy team prioritised the repair of roads in consideration of locale, usage and cost of required works. McCulloch Street was identified as a critical area, particularly outside North Broken Hill Public School.

The reconstruction project was fully funded by the Roads to Recovery Programme initiated by the Australian Government Department of Infrastructure and Regional Development to the amount of \$450,000.

Council staff worked with contractors to complete the project. It is also of note the residents cooperation with Council in this project and their adaptation to changed traffic conditions.



McCulloch Street

1.4 Our built environment supports our quality of life

Sensory Garden

The opening of the Sensory Garden and Activity Centre, and the opening of the AJ Keast Accessible Play Park, were both held on Wednesday, October 24, 2012.



Council's Sensory Garden

Major Development Activities

Major developments during 2012-2016 included:

- GP Super Clinic
- Student Accommodation in Morgan Lane and Cummins Street
- Excelsior Lifestyle Village
- Primitive Camping Ground
- Landfill Extension
- Renovation of Hotel and Restaurant – Old Royal Hotel
- Broken Hill Village, including Coles, Target and Cheap as Chips
- Change of use from Retail Shop to Offices for Juvenile Justice
- Offices including Training Room – HACC Centre
- New Workshop for Truck Servicing, Truck and Part Sales – Kanandah Road
- Internal alterations to create offices at Flight Services Building for RFDS
- Alterations to Existing Offices and Medical Areas at RFDS Hangar
- New Canopy and Refit of Store – Caltex Service Station
- Internal refurbishment of Supermarket – Woolworths
- New other short term accommodation – Lavender Estate Lifestyle Village and Broken Hill Holiday Park Development
- Refurbishment of the Civic Centre
- New telecommunication tower
- Renovations to The Barrier Social Democratic Club
- Upgrade of and renovations to the Maari Ma Health Aboriginal Corporation building
- Alterations to the West Darling Hotel
- New residential dwellings
- Demolition of old dilapidated dwellings
- New industrial development



Electronic Housing Code

Council switched on the Department's Electronic Housing Code in September of 2015, an online system which lets customers lodge an application for a complying development certificate for a new home or home renovation.

A complying development is a straightforward project that meets all the buildings standards for complying development, without the need for a development application.

The Electronic Housing Code means:

- Faster planning approval times for straightforward home building or renovations.
- No more paper applications or queues at councils with planning rules online, and applications can be submitted electronically twenty-four hours a day, seven days a week.
- Conveniently-located and simple to understand information on what is allowed on a property without a development application.

The Electronic Housing Code was a \$15,000 grant achieved through the NSW Department Planning and Environment, and is a tremendous tool that offers a range of advantages the old paper system just cannot match.

For more information, please go to www.electronichousingcode.com.au

Development Application (DA) Tracking

The tool makes information about development applications easy to find and ensures there is plenty of time for the local community to comment on new proposals.

This collaboration demonstrates Council's support of the Planning Department's commitment to the introduction of more online services for NSW citizens through its ePlanning Program and the NSW Planning Portal. The program seeks to provide the community and industry with easy online access to planning services and authoritative information from anywhere at any time. The online tool features improved functionality, including a mapping function allowing people to see where new developments are proposed.

DA tracking ensures that people can find the information they need at their fingertips in order to keep track of the progress of an application and make an informed and well-considered submission to Council. This type of tool also assists in ensuring transparency in the assessment process.

Home and Community Care (HACC) Centre Upgrades

In May 2011, Council was successful in securing one-off funding to extend and enhance the existing Home and Community Care Centre (HACC Centre). This was quite an extensive process and took some time to complete, with the purchase of the land on which the HACC Centre sits finalised in early 2014. The building works were completed in June 2015 and services relocated into the two new offices soon after. These offices

currently house the Disability Services Support Planners and the Commonwealth Home Care Packages team (CHSP). There is also a good sized meeting or training room that accommodates up to 12 people, making it suitable for network meetings or as a meeting venue with clients and family members who require community care services. One of the more interesting features of the new building is the indoor/outdoor vergola area between the new offices and the main HACC Centre building. The vergola has a roof that opens to provide sunshine on pleasant days, and shade on warmer days. There are seats and planter boxes that provide people with a welcoming environment.

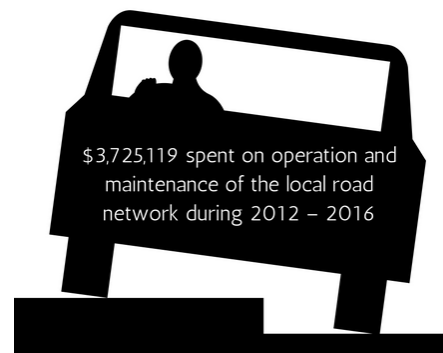


HACC Upgrades

Roads – Major Projects

Notable projects completed 2012-2016 included:

- Thomas Street Reconstruction – Value \$321,599
- Oxide/Lane Streets Roundabout Reconstruction – Value \$332,304



- Federation Way – Value \$640,000
- Creedon/Ryan Streets Intersection Reconstruction – Value \$429,245
- Gypsum Street Heavy Patch Works – Value \$122,535
- Kanandah Road Heavy Patch Works – Value \$164,035
- Bus Shelters – Value \$43,746
- McCulloch Street Reconstruction between Lane and Chapple Streets – Value \$442,946
- McCulloch Street Drainage Renewal – Value \$122,535
- Blende Street Reconstruction between Kaolin and Garnet Streets – Value \$163,335

A total of \$5,188,994 was spent on maintaining the City's parks, sportsgrounds and facilities.

Parks and Open Spaces: Major Projects

Council maintained and improved parks in Broken Hill. Key projects included:

- \$35,303 spent on new equipment at the North Family Play Centre

- AJ Keast Park accessible play area: Council was successful in obtaining grant funding to establish the City's first accessible play area in the AJ Keast Park. The equipment installed included an L shaped ramp for wheelchair access to the playground rides, four accessible swing sets as well as shade sails and new seating facilities.
- Duff Street Park: The NSW Environment Protection Authority (EPA) and Council collaborated to commence work on reducing the exposure of lead in Broken Hill playgrounds for children. The EPA allocated \$225,000 in funding from the Environmental Trust through the Contaminated Land Management Program for additional measures to address lead contamination in playgrounds that were identified as being high risk. The funding allowed for a series of remediation works to take place at the Duff Street Park, resulting in a mulched garden, synthetic lawn, play equipment, a water bubbler and signage to promote hygiene – all important in terms of reducing lead exposure.



NSW Environment Minister Mark Speakman joined Broken Hill City Councillor Christine Adams and Broken Hill Environment Lead Program Project Manager Peter Oldsen for an inspection of Duff Street Park

New Strategic Land Use Plan 2012

The Broken Hill Strategic Land Use Plan was developed and completed in September 2012.

Environmental planning instruments such as the Local Environmental Plan are legal documents that regulate land use and development.

Importantly, these planning instruments are underpinned by broader strategic frameworks which provide strategic land use directions for the development of an area. These strategic frameworks, or Strategic Land Use Plans, analyse a range of information about issues and opportunities relevant to a Council area and combine these with community vision and aspirations to identify key directions for land use.

The Strategic Land Use Plan then provides the framework for more detailed planning policy to be developed and contained within local environmental plans, which are one of the primary development assessment tools used by Councils to make planning decisions.

The Strategic Land Use Plan is an important document as it establishes the framework for future planning and development decisions in Broken Hill and will guide the development and use of land into the future.

The preparation of the Broken Hill Strategic Land Use Plan (BHSLUP) was jointly funded by Council and the New South Wales Department of Planning under the New South Wales Government's Planning Reform Program.

New Local Environmental Plan 2013

Further to the development of a new Strategic Land Use Plan, Council developed a new Local Environmental Plan (LEP). The new LEP was gazetted in 30 August 2013 and can be viewed at <http://www.legislation.nsw.gov.au/#/view/EPI/2013/506>

The plan aims to make local environmental planning provisions for land

in Broken Hill in accordance with the relevant standard environmental planning instrument under section 33A of the Act.

The particular aims of this Plan are to:

- Encourage sustainable economic growth and development
- Encourage and provide opportunities for local employment growth, and the retention of the population
- Encourage the retention of mining and acknowledge that industry's heritage and regional significance
- Identify, protect, conserve and enhance Broken Hill's natural assets
- Identify and protect Broken Hill's built and nationally significant cultural heritage assets for future generations
- Provide for a range of housing types and living opportunities
- Allow for the equitable provision of services and facilities for the community
- Provide for future tourist and visitor accommodation in a sustainable manner that is compatible with, and will not compromise, the natural resource and heritage values of the surrounding area

1.5 Our health and wellbeing ensures that we live life to the full

The Charles Rasp Memorial Library

The Library was successful in receiving several grants to assist the community increase knowledge and connectivity:

- Revitalising Communities Grant allowing the purchase of two additional computers, for extension of the IT section in the public area
- Tech Savvy Seniors Grant to coordinate sessions in Information technology (IT) for our senior citizens

The Library increased online connectivity with the introduction of Facebook and

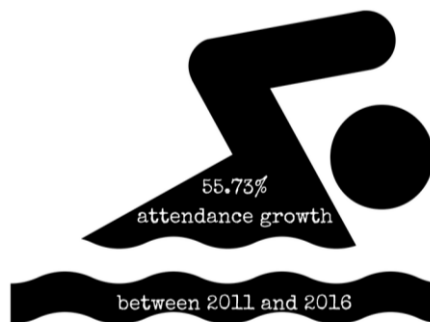
Twitter accounts, and the inclusion of eBooks and ancestry.com to its resources.

Dementia Awareness

A Memory Walk and breakfast was held in March 2014 to promote the increasing prevalence of dementia within the community.

The Broken Hill Regional Aquatic Centre

The management and operation of the Broken Hill Regional Aquatic Centre was transferred to the YMCA in December 2012.



Free Online and Interactive Food Safety Training – I'm Alert Food Safety

In December 2013 Council included on their website a free and interactive food safety program.

The exciting new product provides unlimited access to participants, and is intended to assist food businesses in providing their food handlers with valuable skills and knowledge in food safety and hygiene, which will help to ensure only safe and suitable food is produced at our food businesses.



The program is presented in an interactive, easy to follow, and entertaining format, and includes the ability for the user to print an acknowledgement form and a certificate upon completion of the program, that can be kept as a part of business staff records.

The training program assists food business managers in ensuring that all staff are trained thereby reducing the risk of food borne illness resulting from poor food handling practices.

Water Submission to Select Committee for the Murray Darling Basin Plan

Council continues to lobby and advocate for our region in terms of water supply. Council put the following submission forward to the Select Committee for the Murray Darling Basin Plan at its public hearing on October 26, 2015:

1. That Council requests a thorough review of the current "trigger point" for NSW Government control of the Menindee Lakes system. That the trigger point should be set at a minimum of 640 GL for NSW control and above 800GL before Murray-Darling Basin Authority can have access to a call on water releases.
2. That any trigger point is based on accessing retrievable water.
3. That a surface water drinking supply is guaranteed for the Broken Hill and Menindee communities.
4. That the Murray-Darling Basin Authority acknowledge that the Menindee Lakes system is a vital asset for the ongoing liveability, economic prosperity and recreational needs of Broken Hill and the Far West and it will continue to work with communities to ensure its long term viability and security.
5. That any changes to the Menindee Lake system or the implementation of emergency provisions are done at no additional or ongoing cost to the Broken Hill community.

KEY DIRECTION 2 – OUR ECONOMY

2.1 Our economy is strong and diversified and attracts people to work and live

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

2.3 A supported and skilled workforce provides strength and opportunity

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



2.1. Our economy is strong and diversified and attracts people to work and live

BHP Billiton Announcement

In January 2016, BHP Billiton Chief Executive Officer, Andrew Mackenzie, announced a donation of \$5.7m from the BHP Billiton Foundation toward projects identified in the *Broken Hill Living Museum + Perfect Light Project*: Argent Street Mineral and Art Intersections and the Broken Hill Archives.



The Foundation's support will allow Council to continue to build on Broken Hill's heritage to lead its future and deliver an enduring legacy for this community.



BHP Billiton Announcement by Chief Executive Officer, Andrew Mackenzie

Specific projects include:

- **Broken Hill Living Museum + Perfect Light Project**

A course of action to renew the CBD, maximise the National Heritage Listing and diversify the economy.

Combined with a range of associated infrastructure and activation strategies (Airport Master Plan, Tourism Plan 2020 etc.) the holistic *Broken Hill Living Museum + Perfect Light Project* envisions a City transformed to meet a renewed future through the Vision Aspects: Construct, Illuminate, Activate, Interpret, Transform and Position.

Project briefs have been and are in the process of continuing development in readiness for any available funding opportunity.

- **Argent Street Mineral and Art Intersections**

The intersections of cross streets with Argent Street will be created into a public space offering creative and passive interpretation of minerals, mining and the benefits to everyday life.

The intersections will each be designed to reflect its street name (Kaolin, Bromide, Sulphide, Chloride, Oxide, Iodide and Argent). The properties of the minerals, their uses and relevance will be made evident in artwork, seating and paving.

They will contribute to an understanding of the formation of Australia and more than 2,300 million years of the earth's history.

They will 'unearth' the elements of the 'mineralogical rainforest' that was significant in gaining Broken Hill's National

Heritage Listing. Public art will be integral and artist(s) will design elements of the intersection- paving inlay, custom furniture, sculpture or installation.

- **The Broken Hill Archives**

The Broken Hill Archives project will catalogue and protect the archival heritage of the City through funding achieved in 2016, and present it in a way that can provide opportunity for the future, including:

- The immediate requirement to audit and protect archival material related to Broken Hill before it becomes at risk
- The opportunity to network with other museums and collections pivotal to the archival telling of the Broken Hill story
- Develop/deliver a digital archive program
- Purchasing digitising and other equipment for the purposes of archiving digital records

Outback Museum Stories: A Journey of Discovery, Diversity and Survival in Broken Hill and Silverton

Council staff have played a key role in the development and launch of a new website that will promote Broken Hill to all corners of the globe. Outback Museum Stories: A Journey of Discovery, Diversity and Survival in Broken Hill and Silverton was launched at the Albert Kersten Mining Minerals Museum (GeoCentre) by Professor Simon Molesworth AO QC. Joining Professor Molesworth was Project Manager and Council's Museum Advisor, Yvonne Routledge who praised all those who had supported the development of the interactive website.

The project is supported by Regional Arts NSW's VIM grant program, a devolved funding program administered by Museums & Galleries NSW on behalf of the NSW Government. The website is www.outbackmuseums.com.au



The museums on the trail are:

- Albert Kersten Mining & Minerals Museum (GeoCentre)
- Sulphide Street Railway and Historical Museum
- Synagogue of the Outback Museum;
- West Darling Machinery Preservation Society
- Broken Hill Mosque Museum
- Outback Archives
- Silverton School Educational Museum
- Silverton Gaol Museum
- Bells 1950s Milk Bar
- Broken Hill Family History Group Inc
- White's Mineral Art and Living Mining Museum

LEGO

In July 2012, the 50th Anniversary of LEGO in Australia celebrations bought LEGO to Broken Hill, with a LEGO forest display at the Living Desert. The LEGO display attracted much interest and there were 7,266 visitors to Broken Hill during July 2012 compared to 3,752 visitors in July 2011.

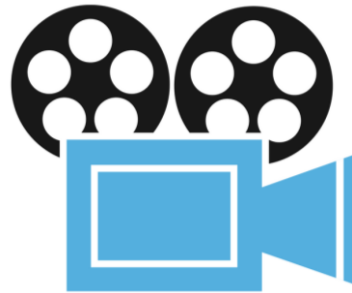


The "LEGO" Desert



"Hollywood" of the Outback

Film projects attracted the type of media hype that put Broken Hill right back on the map as the 'Hollywood' of the Outback.



Some film and photographic highlights included:

- **Films:** Strangerland, Last Cab to Darwin
- **Short Film:** Aboriginal HeArt, The Painted State
- **TV Shows:** The History of Mining, Outback ER, Great Outdoors, Sydney Weekender, The Today Show, Weather, PlaySchool, Who Do You Think You Are?, Channel Nine News, Australia's Next Top Model, The Code, and HBO series The Leftovers
- **TV Commercials:** Subaru, CBUS Superfund and Sony
- **Photography Shoots:** New Idea, Harpers Bazaar, Sunday Telegraph Caravanning Australia, National Trust Festival Magazine and Men's Health Magazine

Thanks to the popular culture factor that comes with the movies, even the 'Escape Lounge' named Broken Hill as one of its hottest destinations for 2014 - alongside others like Hayman Island, the Gold Coast and Hobart.



"The Leftovers" – on location

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

Civic Centre Upgrades

The refurbishment of Broken Hill's premiere conference and events venue begun with internal demolition works clearing the way for the \$5.1m redevelopment. The upgrade to the facility was approved through the NSW Government Resources for Regions Grant Program in 2015. The upgrade will provide the Broken Hill community with a venue comparable to city theatres, conference venues and performance spaces.

Council is committed to promoting Broken Hill and the region as a destination for conferences to grow the tourism market.

This is the first major refurbishment since its opening in 1971 and the community will see a big change in the look of the venue and the services it can provide. The project will consolidate Broken Hill's position as a hub for conferences and events in Outback Australia.

Council has been working with promoters to bring an exciting program of shows and conference bookings to date will contribute millions of dollars into the economy in October 2016 alone.

Emirates Melbourne Cup Tour

The Emirates Melbourne Cup Tour made its way to Broken Hill in 2015. The Cup visit provided many locals the opportunity to be part of the 2015 Melbourne Cup Celebrations. Broken Hill was one of 33 cities and towns across Australia and New Zealand to host the 2015 Cup Tour. The \$175,000 Gold Cup was a hit with young and old keen to get their hands on – and photos – with the 'People's Cup'.

Broken Hill is For Real

Council secured funding each year from Destination NSW and engaged with the local tourism industry for a Destination Marketing Program that aimed to amplify the *BROKEN HILL FOR REAL* brand into the tourism sector. The *Discover a Lost World* campaign in 2012/13 achieved the following:

- A 14 % increase in researched destination appeal
- Strong national coverage in print, digital and TV
- Integration with the RM Williams' summer campaign and LEGO (generating more than \$5 million in earned media coverage)
- A 21% increase in website traffic, when comparing the same period of the previous year



During 2013/14, strategies built on the strong Broken Hill brand position; the proposition to 'Discover A Lost World'; an extensive research framework; and funding partnerships with industry and government - resulting in the following outcomes for the 2012/13 campaign:

- 44,451 hits to website – 149% above target. Thirty seven per cent of the total website traffic was delivered by the paid digital video placements alone
- 4,000 travel itineraries downloaded during the campaign with 600 of these saved by users
- Seven journalist familiarisation visits
- 148 Broken Hill and surrounding businesses created new business listing pages online



Destination Appeal

Inside Story conducted a robust Advertising Impact study in conjunction with the first roll-out of the campaign in 2012. Their findings revealed a 142% increase in destination appeal for Broken Hill, reaching a score of 46% within the target market (from a 19% base pre-campaign). The campaign also increased the likelihood of the target audience to visit Broken Hill, with one in four rating their likelihood of visiting in the future as 80% or more.

Destination NSW

Destination NSW has compiled a list of four 'must-do' activities for visitors to Broken Hill which include:

- *Sunset at The Living Desert Sanctuary:* Seeing the sun go down at The Living Desert Sanctuary is the best way to end the day in Broken Hill. Located on Sundown Hill, an easy walking trail winds itself around 12 sandstone sculptures each telling a different story.
- *Outback safari:* For a true outback experience explore the Mutawintji National Park on a day trip with Tri

State Safaris, where you'll have the opportunity to discover some of Australia's most sacred Aboriginal sites on a 4WD adventure.

- *Happy days:* One of the original 'milk bars' of Broken Hill, complete with original 1950s fixtures and fittings, take a trip down memory lane at Bell's Milk Bar for a cool malted milk or soda spider – the best (and original) way to cool down in town.
- *I love the nightlife, I got to boogie:* Experience a night like no other at the Palace Hotel, famous for featuring in the hit movie Priscilla Queen of the Desert. With funky retro interiors, great food and entertainment, get your dancing shoes on before resting your head at the hotel's pretty in pink bespoke Priscilla suite.

2.3 A supported and skilled workforce provides strength and opportunity

Increasing Skills at the Library

The Library provides several services and resources to the community to assist in increasing skills via formal study and self-study.



Wi-Fi is available within the library so that students, visitors and members can access the Internet via their own devices. Printing, scanning and photocopying is available at a fee.



The Library has its own website and online catalogue. The Library website has links to several databases including Britannica (10,713 visits during 2015/16); Science and Reference Centre; Complete Consumer Health; and Ancestry amongst others.

The Library Website had 11,049 visits during 2015/16

The Preventative Health and Lifestyle Education Programs

These programs allowed Council to offer its employees opportunities that will assist them to improve their overall health and wellbeing, and to also prioritise and effectively fund preventative and lifestyle projects. This has resulted in a twofold effect.

Firstly it has given employees information and advice on their lifestyle and habits and any modifications they need to make which should improve their overall health and therefore their on the job performance.

Secondly it has demonstrated that Council is committed to the health and safety of its employees and ensuring a safe workplace at all times. 'Fighting Fit Day' took this one step further, placing the focus on empowering employees with the knowledge and resources to take ownership over their own self-care and prevention strategies at home; and in their personal lives and relationships.



Through the Destination NSW Destination Marketing Program the past, present and future stories of Broken Hill have been amplified. Seven short videos have been produced highlighting many of the idiosyncrasies that make Broken Hill unique. The icons of Broken Hill and its characters are also told through the 32 short stories written to entice the reader to explore all that the City has to offer.

<http://www.brokenhillaustralia.com.au/explore-and-discover/forreal/>

Training for Council Staff

Focussing on the importance of having staff that are multi-skilled is crucial for an organisations success.

Staff completed training sessions in Heavy Rigid Truck Driving, Airport Reporting Officer duties, Chainsaw Operations, Chemcert Chemical Application, Elevated Work Platform, Work at Heights, Traffic Controller, Traffic Management, First Aid and Mental Health First Aid.

Fighting Fit Day for Council Staff

Held over one day, activities included the three key areas of diet and exercise, mental health and self-awareness.

This allowed for work areas to stagger attendance or for people to attend a range of topics; and the day was capped off with a Flu Vaccination Clinic.

Sessions included a Zumba fitness class and workshops on mental health and physical wellbeing topped off with healthy choice catering.



Business Excellence

There have been several opportunities for Council staff to be formally recognised and awarded for their efforts:

- In November 2012, Council received a silver award for improving gender equity and was one of only four councils countrywide to have reached that status.

The 5050Vision – Councils for Gender Equity Program 'is designed specifically to assist councils to identify and address gender equity issues both within their organisations and among their elected representatives and is designed to be accessed by all councils, regardless of their size, location and progress on gender equity'.

At the time, Council had only one female Senior Manager and two female councillors.

- The 2015 Minister's Award for Women in Local Government, Senior Staff Member – Rural or Regional Council award was awarded to Council's Former General Manager, Therese Manns.



Former General Manager, Therese Manns and Member for Barwon, Kevin Humphries MP

- Council won the Excellence in Leadership and Management at the New South Wales Local Government Excellence Awards held April 23, 2015, in recognition of 'Creating a Sustainable Change for Broken Hill'. The support of the staff and a commitment to ensuring Council's long-term financial sustainability resulted in Council being recognised as a recipient of this award.

- The 2015 TripAdvisor Certificate of Excellence was awarded to Broken Hill's Visitor Information Centre and the Living Desert and Sculptures in reflection of Council's participation in enhancing the tourism experience of Broken Hill for the benefit of the economy and community.



Council's Visitor Information Centre staff, Crystal White and Patrick Kreitner

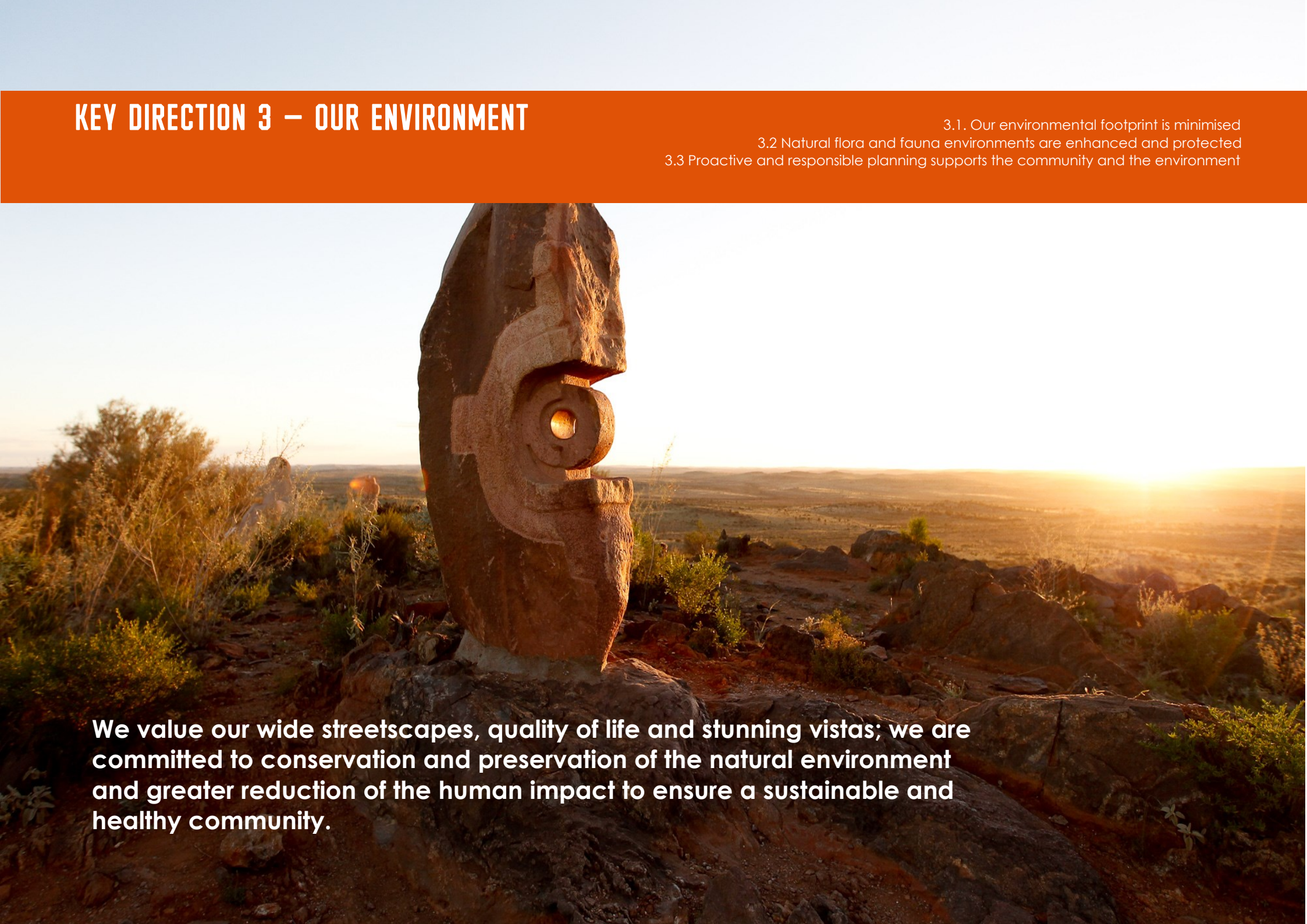
- In December 2015, Council was successful in being awarded a \$10,000 incentive payment from its Workers Compensation Insurer for its Injury Management Self Audit performance. This incentive payment will be utilised to support Council in preventing workplace injuries.

KEY DIRECTION 3 – OUR ENVIRONMENT

3.1. Our environmental footprint is minimised

3.2 Natural flora and fauna environments are enhanced and protected

3.3 Proactive and responsible planning supports the community and the environment

A large, ancient rock sculpture of a face with a circular eye, set against a sunset landscape. The sculpture is carved into a dark rock, with the eye being a prominent circular feature. The background shows a vast, open landscape with low hills and sparse vegetation, bathed in the warm, golden light of a setting or rising sun. The sky is a clear, pale blue, and the overall scene conveys a sense of timelessness and natural beauty.

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.

3.1. Our environmental footprint is minimised

Climate Control

A new climate controlled artwork storage facility was opened at the Broken Hill Regional Art Gallery and houses 1,800 artworks. This facility received the 2012 IMAGine Award – Highly commended accolade for collection management.



Waste Workshops – Primary Schools

Every two years Council engages EnviroMentors from Keep NSW Beautiful to undertake Waste Workshops for our local primary schools. These workshops are presented to the students free of charge and were held in 2012 and 2014. The workshops that were held included:

- *Close the Loop*: students learned about what can be recycled locally; value of waste as a resource; how recyclables are made from natural resources; the social and environmental benefits of recycling; and importance of purchasing recycled and recyclable products.
- *School Yard Harvest*: creating a food garden; natural ways to manage pests; composting; how growing your own food benefits the environment and health benefits of your own food.
- *Compost Critters*: value of organic waste; greenhouse gases created when organics are buried; benefits of

composting and how to care for your compost.

- *In the Bin*: benefits of sorting your waste; what goes in each bin; importance of waste avoidance and waste reductions; and what happens to the different types of waste produced.

The workshops are highly interactive, and engage students from Kindergarten to Year 6. Feedback from the schools has been very positive, and participation rates reflect this.

Waste Tours and Presentations - High School

Each year Broken Hill High School students undertake a major waste project that includes a 45 minute power point presentation on waste management in Broken Hill and a two hour tour of the Broken Hill Waste Management Facility.

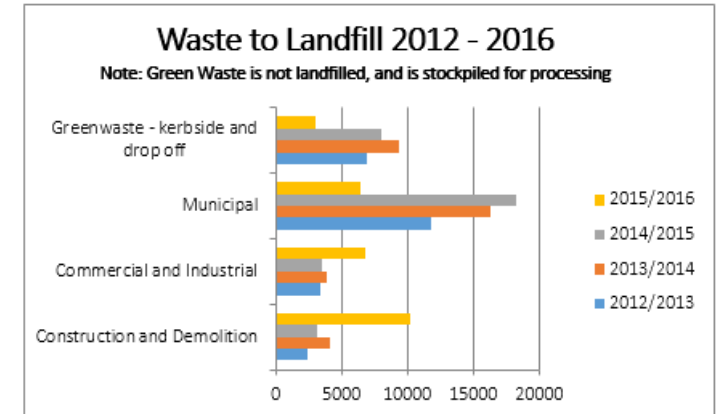
Whilst on the tour, students have the opportunity to see the operations of the facility; recycling efforts; participate in games to sort their waste; see the green waste operations; and in recent years students have provided suggestions on how Council can improve the facility.



Weighbridge Installation

A range of upgrades to the Waste Management Facility have been undertaken. These upgrades are designed to improve the management of waste in our community, meet the requirements of state legislation and provide increased recycling opportunities for the community.

The largest infrastructure development has been the installation of a weighbridge. This infrastructure will assist in collecting more accurate data on waste received at the facility; enable implementation of fees and charges to all applicable facility users and improve communication between staff and facility users.



Waste Operations – Waste Received over the Term

Waste is divided into three main categories, municipal (household); commercial and industrial; and construction and demolition. Council has also included green waste (both drop off and kerbside). The above graph shows volumes of waste collected at the landfill for each waste source. It should be noted that the data up to 14/15 is estimated from manual collection methods, however data for 15/16 has been recorded through the weighbridge.

Household Hazardous Waste Collection

Council participates in annual Household Hazardous Waste (HHW) collections, in partnership with NetWaste. This annual collection is partially funded by the New South Wales Environment Protection Authority (EPA) and allows councils to collect hazardous items from households for reprocessing and recycling.

Participation rates have gradually increased for Broken Hill, with many participants returning each year. The most recent collection, held on November 14, 2015 saw 23 residents participate and 500kg of hazardous waste collected.



The new weighbridge being installed



The new weighbridge installed



Community Recycling Centre

A Community Recycling Centre (CRC) has been constructed at the Waste Management Facility. The CRC was funded with a grant of \$112,000 under the NSW EPA's 'Waste Less, Recycle More' initiative and supported by NSW Environmental Trust.

The CRC is designed to collect household hazardous wastes, including gas bottles, fire extinguishers, paint, fluorescent globes and tubes, car batteries, household batteries, motor and other oils and smoke detectors. The facility was officially opened on Wednesday, November 4, 2015 by Kevin Humphries, MP, Member for Barwon. Since the opening of the facility 4 tonnes of household hazardous waste has been removed for recycling and reprocessing by ToxFree.

Landfill Environmental Management Plan

During May and June of 2016 the Broken Hill Landfill Environmental Management Plan was updated to meet the new 'Solid Waste Landfill Guidelines: Version 2' released by NSW EPA in May 2016. The document is a working document that guides staff in the management of Council's Waste Management Facility.

Container Deposit Legislation for NSW

In January 2016 the NSW Government released a discussion paper on the introduction of a Container Deposit Legislation for NSW. Council submitted a submission supporting the implementation of Container Deposit Scheme (CDS) for NSW to assist in the reduction of litter for our City.

On May 8, 2016, the NSW Government announced it will introduce a 10c refund CDS that will significantly reduce litter across the state and is similar to the existing SA and NT schemes. The new scheme will commence from July 2017.

Landfill Operational Hours Review

Operational hours of the Waste Management Facility were reviewed during 2015/2016. The suggested new hours were 8am-4pm seven days per week, 8am-2pm public holidays and closed Christmas Day, Anzac Day, Good Friday. Surveys were provided to facility users, mailed to commercial customers and available online for the general public to comment. Approximately 100 surveys were completed. Following completion of the survey, operational hours introduced were:

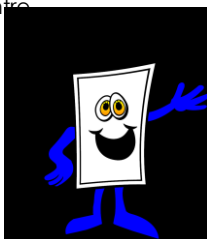
- 8am – 5.30pm Monday and Friday
- 8am – 4pm Tuesday, Wednesday, Thursday and weekends
- 8am – 2pm Public Holidays
- Closed - Christmas Day, Anzac Day and Good Friday.

The new operational hours commenced July 1, 2016.

Community Energy Efficiency Program project, lighting upgrades and savings since installation, energy and water vision

In 2013 Council received a grant from the Australian Government as part of the Community Energy Efficiency Program (CEEP) to retrofit four buildings with LED lighting. The buildings were:

- Administration Centre – First floor only
- Visitor Information Centre
- Broken Hill Regional Art Gallery
- Broken Hill Regional Airport Terminal



A review of the savings from the four sites upgraded with new LED lighting has continued to achieve savings.

Comparison of data from the previous year showed savings across the four sites of \$35,005 during 2015/16.

Savings are also attributed to changes in supplier and price per kWh, as well as upgrades and more efficient practices by staff.

The project contributed to the Community Energy Efficiency Programs objectives by reducing energy consumption, undertaking activities to engage staff and developing a sustainability fund.



Environment, Waste and Recycling Specialist, Libby Guest and Former General Manager, Therese Manns promoting energy savings at Council's Administration Building

The overall cost of the project was \$94,449, consisting of \$38,507 from CEEP (40.8%) and \$55,942 from Council (59.2%).

Major works included:

- Removal of 770 lights and the installation of 446 new LED lights across all four buildings



Broken Hill Environmental Lead Program

The NSW Government provided \$13m in funding to address lead exposure issues in Broken Hill over a five year period, which commenced in July 2015. The funding was put towards a Broken Hill Environmental Lead Program in response to ongoing detections of elevated blood lead levels in children living in Broken Hill. The program is designed to coordinate research, education programs, undertake remediation, and prioritise work in response to the elevated blood lead levels in children, to establish a long term solution for the Broken Hill community.



Kevin Humphries MP, Mayor Wincen Cuy and Professor David Lyle at the official announcement of \$13m Lead Program Funding

The Lead Health report from 2014 indicated that 48% of all children aged one to four exceeded a blood lead level of 5 micrograms of lead per decilitre of blood (ug/dL), the level at which the National Health Medical Research Council (NHMRC) recommend that the causes be investigated. The program will have an emphasis on Aboriginal children who have been shown to have higher incidences of elevated blood lead levels.

In May 2016, Council signed a Memorandum of Understanding (MOU) with the Broken Hill Environmental Lead Program confirming a partnership between the two organisations. The MOU outlines annual projects that will be completed by Council and funding provided for the year.

The first major lead rehabilitation project undertaken by Council, in partnership with the Broken Hill Environmental Lead Program, has commenced.

The project is located behind Queen Street, near Robinson College, and involves the following:

- removal and burial of soil that has high lead and other heavy metal levels
- importation of clean soil and mulch around existing vegetation
- sealing of the old tailings dam where old tailings have been exposed
- installation of new fencing behind Queen Street to prevent vehicle access to the area

Hand Washing Stations for Local Parks

Hand washing basins, and Led Ted signage was installed at Sturt Park, AJ Keast Park and the Duke of Cornwall Park.

The basins operate hands free, for children to wash their hands after they play on the play equipment. The project works have been supported by the Broken Hill Environmental Program.

Lead Dust Sampling of Local Playgrounds

Council staff undertook monthly sampling of five local playgrounds, gathering data on the level of lead and other heavy metal contamination on the equipment.

The samples are collected by hand wipes, both before and after playing on the equipment. Samples are also collected from two surface sample sites at each park for comparison.

The parks tested in this program are: Sturt Park; North Family Play Centre; AJ Keast Park; Patton Street Park; and Duff Street Park.

In December 2015, the testing was taken over by the Broken Hill Environmental Lead Program staff.

3.2 Natural flora and fauna environments are enhanced and protected

The Living Desert Reserve

The Living Desert Reserve includes The Sculptures and The John Simons Flora and Fauna Sanctuary. The site covers an area of 24.2km² and were established as a nature conservation and tourism facility. It continues to be a great attraction for visitors and locals alike attracting approximately 30,000 visitors annually. The grounds are maintained by Friends of the Flora and Fauna of the Barrier Ranges Community Committee; volunteers who carry out regular working bees, including maintenance to the walking tracks and grounds.



Flora and Fauna at The Living Desert

New Ticket Machine – Living Desert Reserve

In February 2015, a new ticket machine was installed at the entry gate for the Living Desert.

This replaced the old envelope system, as fees moved to a per person amount, instead of per vehicle amount. The machine works on the same premise as obtaining a parking ticket. The machine has improved the management of the income for the Living Desert, and reduced costs for entry fee arrangement by approximately \$5,000 per year.



Living Desert Primitive Campground development and installation

In 2014, a primitive campground commenced development within the Living Desert Reserve with initiatives to provide short stay camping options for visitors and locals alike.

The infrastructure is now in place, and final operational arrangements are continuing. The campground has BBQ facilities; toilets and showers; tent area; and caravan/camper trailer area.



Living Desert Ablution Block for Primitive Campground

The ablution block was funded through the Public Reserves Management Fund, Crown Lands and was completed in late 2015.

The ablution block includes disabled access toilet and shower; parenting facilities and unisex toilets; and showers.

Sculpture Symposium 20th Anniversary

On May 18, 2013, Council celebrated the 20 year anniversary since the installation of the Sculpture Symposium.

The Sculpture Symposium was officially opened on May 23, 1993 in the Living Desert. It has since become one of the most photographed landscapes in the region, had a major input into the local tourism industry, and has become one of Broken Hill's most iconic sites.

Work began on the Symposium in April 1993. Twelve sculptors from around the world worked 14 hours a day, seven days a week to complete four months of work in six weeks.

The huge sculptures were carved by hand from massive Wilcannia sandstone blocks. The blocks travelled 210kms in convoy and were set in place with the help of volunteer truck and crane operators.



Harold Williams Home – World Environment Day Presentation

Council gave a presentation to residents at the Harold Williams Home to celebrate World Environment Day, promoting some of the activities that Council undertakes to support our local environment. Topics covered included:

- Waste Management
- Tidy Towns Events
- Living Desert State Park
- Regeneration Reserve
- Willyama Common
- Energy Savings
- Lead Management

Clean Up Australia Day 2016

As with every year, Council again supported Clean Up Australia Day in 2016. Council and The Tidy Towns Community Committee organised 24 volunteers to focus on the Lions Reserve, Joe Keenan Lookout, areas surrounding Broken Hill Public School and Broken Hill High School, the TAFE College and the Visitor Information Centre. Volunteers collected 60kgs of rubbish with approximately 80% being take-away wrappers and drink containers. The Girl Guides also supported with focusing on Block 10 Lookout.

Broken Hill Tidy Towns Community Committee Awards (2012-2014)

2012

- Office of Environment & Heritage, Wildlife Corridors and Habitats Conservation Award (Category E, Population 10,001 – 25,000) – Broken Hill Living Desert Sanctuary - Winner

2013

- Overall Town (Category E, Population 10,001 – 25,000) – Third

2014

- Overall Town (Category E, Population 10,001 – 25,000) – Second
- Young Legends Award (Individuals E-F) – Dylan Stone – Winner
- Schools Environment Award (School Category 4, 160-300) – Alma Public School – Highly Commended
- Bush Spirit Award (Category E, Population 10,001 – 25,000) – Broken Hill St Patrick's Race Club – Highly Commended
- Packaging Stewardship Forum Waste Management and Litter Reduction Award (Category E, Population 10,001 – 25,000) – Schools leave nothing to Waste, Broken Hill - Winner



Council Officer Rebecca McLaughlin and Councillor Dariea Turley accept the 2013 Tidy Towns Award



2014 Tidy Towns Awards

3.3 Proactive and responsible planning supports the community and the environment


Willyama Weed Project

Council received funding through the Public Reserves Management Fund to undertake widespread noxious weed control on the Willyama Common. Targeted species included mesquite and a range of cactus species. Local contractors were hired to undertake the works. The works have reduced the impact of these species on the Common, and prevent the infestations from spreading further, particularly into neighbouring properties. The works were highly successful, Council staff conduct follow up spraying to prevent the weed species from spreading.



KEY DIRECTION 4 – OUR LEADERSHIP

- 4.1 Openness and Transparency in Decision Making
- 4.2 Our Leaders make Smart Decisions
- 4.3 We Unite to Succeed
- 4.4 Our Community is Engaged and Informed



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

4.1 Openness and Transparency in Decision Making

Levels of Service – Community Consultation

As part of directions set by the Office of Local Government (OLG) and required under reporting and audit legislation, Council was required to determine the community's expectations with regards to services by going out to the community and asking their willingness to pay for Council services now and into the future. This is known as determining levels of service. Council is required to address these expectations within its planning documents.

When Council has consulted with the community in the past it has collected information in regards to the community's expectations but not in their willingness to pay for levels of service. To gain community views about services and costs, Council staff and Councillors undertook a significant engagement program using an online tool called Budget Allocator.

The consultation asked the community to indicate funding expectations on five functional areas:

- Parks and Open Spaces
- Sportsgrounds and Aquatic Centre
- Roads and Footpaths
- Community Centre and Halls
- Arts, Culture and Tourism

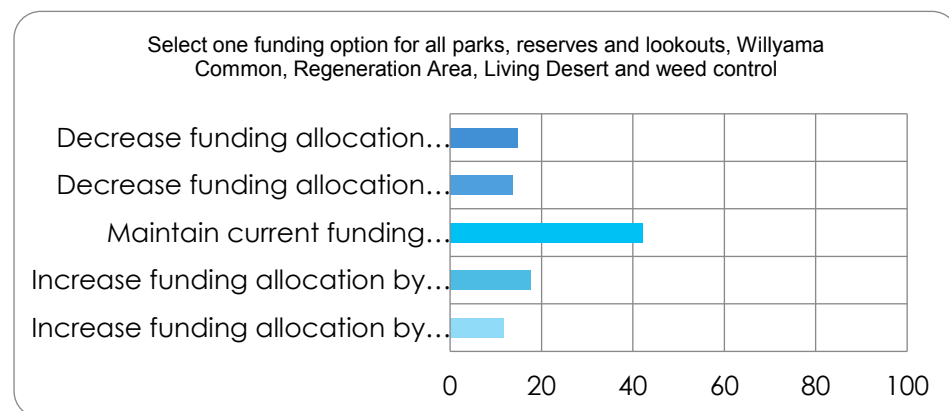
In addition to this, the community was also asked if they would like three additional services funded:

- Nature Strips (\$750k)
- Increased Parking Enforcement (\$120k)
- Heritage City Maximisation (\$250k)

The engagement process provided information which will support Council in developing plans and strategies for the City, and guide decision making.

Levels of Service Survey Results

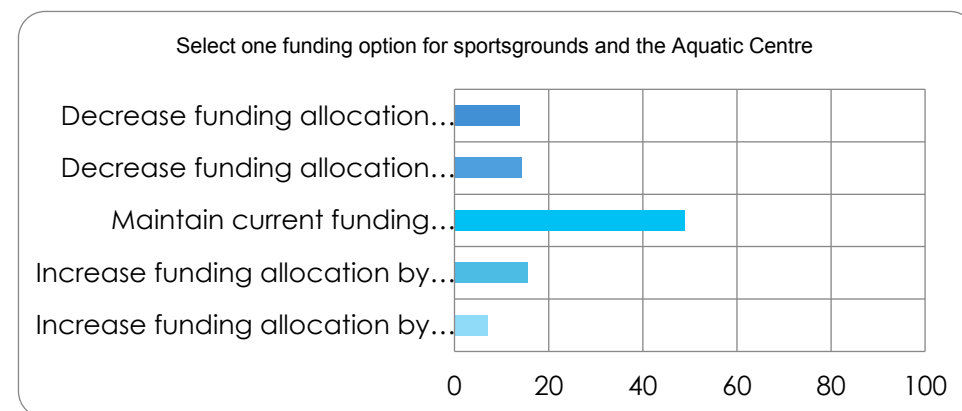
Parks and Open Spaces



Consultation was held during November 2015. The survey was available online, and staff and Councillors conducted over 60 hours of face to face consultation. In total 606 surveys were completed.

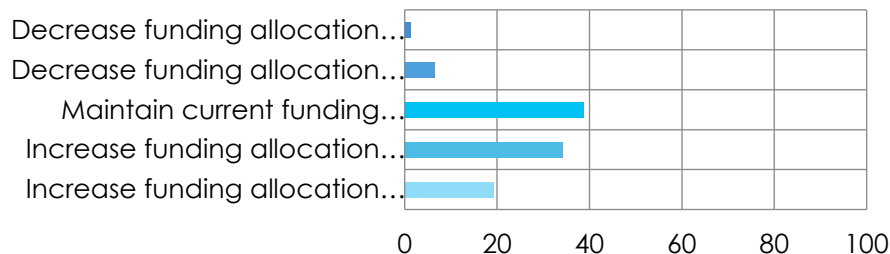


Sportsgrounds and Aquatic Centre



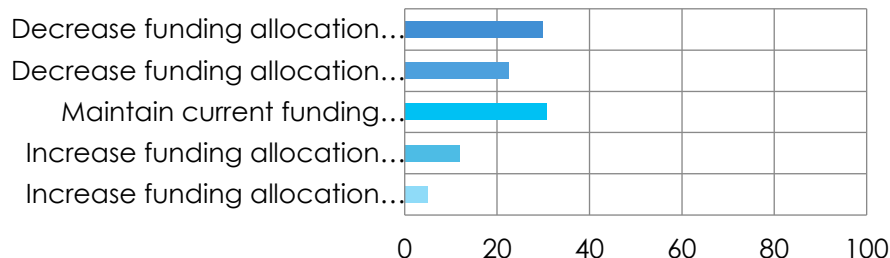
Roads and Footpaths

Select one funding option for roads and footpath maintenance, stormwater management, kerb and guttering, carparks and street cleaning



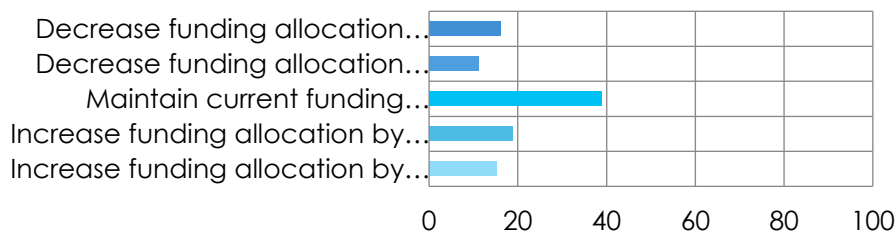
Community Centres and Halls

Select one funding option for community centres and halls



Arts, Culture and Tourism

Select one funding option for activity associated with Regional Art Gallery, Albert Kersten Mining and Minerals Museum, Visitor Information Centre, Civic Centre and BH Studios



Results: The results did not indicate a significant change in service delivery, however the following was identified:

An indication from the community that they would support an increase in rates as long as they could see where the money was being spent.



On average, the selections made by the community showed a willingness to increase spending by almost \$0.5m, this would equate to an average residential rate increase of \$27.70 per year.

There was no overwhelming evidence that a significant majority of people support a special rate variation increase to fund service level changes.

That a modest increase in roads funding could be offset by a reduction in funding to Community Centres and Halls (subject to further consultation with the community on where funding would be reduced).



4.2 Our Leaders make Smart Decisions

Councillors Come Online

Council successfully rolled out iPads to the elected body in September 2012. This project has seen a significant improvement in the process of providing agendas and information to Councillors. The online facility ensures Councillors have access to all the relevant and current information at the tip of their fingers to make informed decisions. Coinciding with the roll out of iPads, Council finalised an upgrade to the audio visual equipment in the Council Chambers and Council meetings now provide 'live minutes'.



Council Workforce Restructure

Council embarked on a significant restructure of its workforce during 2013/14. A review of Council's organisation structure was conducted concurrently with a review of Broken Hill's Community Strategic Plan (CSP), and of Council's Delivery Program. Draft versions of the revised CSP and Delivery Program were among the data used to inform development of a proposed organisational structure. Council's operating environment was also scanned, and factors related to its organisational structure identified. For the purpose of this analysis, three segments of the organisation's operating environment were considered:

- the internal environment, including the organisation's resources and capabilities
- the external macro-environment, incorporating the physical environment, as well as the political, economic, socio-cultural, technological and legal spheres

- the external industry environment, including factors affecting the speed, intensity and predictability of changes to the NSW local government sector

The objectives of the workforce review were to:

- ensure that Council's workforce aligned to the priorities established in Council's Delivery Program
- acknowledge concerns raised through Council's staff survey in relation to a desire for greater leadership with clearer and shorter reporting lines
- improve Council's financial sustainability
- increase capacity in a number of key areas of the organisation

The first priority for the workforce review was to focus on the significantly affected functions and positions. The process was thorough and conducted at a pace that would ensure a complete analysis was undertaken and that strategies were in place to support employees through the process of redundancies. While the restructure proved a difficult time for many of the staff, it also provided opportunities for the existing workforce to progress a career within local government, with many undertaking promotions, secondments and higher duties.

The result of the restructure has been a one off expenditure of \$2.2m and is offset by recurrent annual savings of approximately \$1.6m.

The complexity of the workforce review provided many challenges and required



Council to work with the United Services Union and Town Employees Union under the guidance of the Industrial Relations Commission during the early stages of transition. These challenges have ultimately forged better relationships between these parties. Employee consultation and position reviews were led through the Workplace Consultative Committee and to date the committee has overseen the update of 120 unique positions within the organisation. The employees of Council have demonstrated courage, resilience and a proactive approach during the transition. Many have been involved in the review of policy, procedures and work design to ensure that we are a more efficient organisation. A combination of on the job training, formal training and interdepartmental cross skilling has been offered to employees throughout this process.

4.3 We Unite to Succeed

Celebrating Council's Success

Two reasons to celebrate Council's good work and efforts:

- Awarded a \$10,000 incentive payment in December 2015, from our Workers Compensation Insurer for our Injury Management Self Audit performance. This incentive payment is to be utilised to support Council in preventing workplace injuries.
- Awarded Runner Up in Work Health & Safety Excellence Award 2013 – from State Cover.

4.4 Our Community is Engaged and Informed

3355 Committees

Managing community assets is an essential part of Council activities and the community of Broken Hill has strong representation on a number of Council committees to help manage the City's interests and public assets.



- Alma Oval Community Committee
- Broken Hill Heritage Committee
- Broken Hill Regional Art Gallery Advisory Committee
- BIU Band Hall Community 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

The Broken Hill City Council Audit Committee

The Broken Hill City Council Audit Committee is responsible for assisting Council in the effective conduct of its responsibilities for financial reporting, management of risk and maintaining a reliable system of internal controls. Quarterly meetings are held to align with the quarterly budget review process. The Committee is responsible for making recommendations to Council in relation to external audits, financial reporting, internal controls and risk management. During 2015/16 the Committee was chaired by Mr Chris Nash (external independent member) and Councillor Representatives were Councillors Black and Algate.

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